



Jeff Hughes
*Head of Democratic and Legal
 Support Services*

MEETING : JOINT MEETING OF SCRUTINY COMMITTEES
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 11 FEBRUARY 2014
TIME : 7.00 PM

MEMBERS OF CORPORATE BUSINESS SCRUTINY COMMITTEE:

Councillors D Andrews (Chairman), E Bedford, G Jones, J Mayes, T Page, M Pope, J Ranger, R Sharma, G Williamson (Vice-Chairman), J Wing.

Substitutes:

Conservatives:	Councillors S Bull and K Crofton
Liberal Democrat:	Councillor M Wood

MEMBERSHIP OF COMMUNITY SCRUTINY COMMITTEE:

Councillors D Hollebon (Chairman), R Beeching, S Bull, D Hone, J Jones, J Mayes, P Moore (Vice-Chairman), N Symonds, M Wood, C Woodward.

Substitutes:

Conservatives:	Councillors T Herbert and C Rowley
Liberal Democrat:	Councillor J Wing

MEMBERSHIP OF ENVIRONMENT SCRUTINY COMMITTEE

Councillors D Abbott (Chairman), W Ashley, P Ballam, E Buckmaster, P Gray, M Pope, C Rowley, K Warnell, B Wrangles, J Wyllie (Vice-Chairman).

Substitutes:

Conservatives:	Councillors R Beeching and A Dearman
Liberal Democrat:	
Independent:	Councillor M Newman.

This agenda has been printed using 100% recycled paper

(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting).

CONTACT OFFICER: PETER MANNINGS
01279 502174.
peter.mannings@eastherts.gov.uk

DISCLOSABLE PECUNIARY INTERESTS

1. A Member, present at a meeting of the Authority, or any committee, sub-committee, joint committee or joint sub-committee of the Authority, with a Disclosable Pecuniary Interest (DPI) in any matter to be considered or being considered at a meeting:
 - must not participate in any discussion of the matter at the meeting;
 - must not participate in any vote taken on the matter at the meeting;
 - must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
 - if the interest is not registered and is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days;
 - must leave the room while any discussion or voting takes place.
2. A DPI is an interest of a Member or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they were civil partners) within the descriptions as defined in the Localism Act 2011.
3. The Authority may grant a Member dispensation, but only in limited circumstances, to enable him/her to participate and vote on a matter in which they have a DPI.
4. It is a criminal offence to:
 - fail to disclose a disclosable pecuniary interest at a meeting if it is not on the register;
 - fail to notify the Monitoring Officer, within 28 days, of a DPI that is not on the register that a Member disclosed to a meeting;
 - participate in any discussion or vote on a matter in which a Member has a DPI;
 - knowingly or recklessly provide information that is false or misleading in notifying the Monitoring Officer of a DPI or in disclosing such interest to a meeting.

(Note: The criminal penalties available to a court are to impose a fine not exceeding level 5 on the standard scale and disqualification from being a councillor for up to 5 years.)

AGENDA:

1. Appointment of Chairman

2. Apologies

To receive apologies for absence.

3. Minutes – 14 January 2014

To confirm the Minutes of the meeting of the Committee held on Tuesday 14 January 2014 (Previously circulated as part of the Council Minute book for 29 January 2014).

4. Chairman's Announcements

5. Declarations of Interest

To receive any Members' declarations of interest and party whip arrangements.

6. Results of the 2013 Residents Survey (Pages 7 – 92).

7. 2014/15 Service Plans (Pages 93 – 128).

8. 2013/14 Performance Indicator Estimates and Future Targets (Pages 129 – 154).

9. Car Park Pay and Display Charging Policy (Pages 155 – 184).

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.

This page is intentionally left blank

EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 11 FEBRUARY 2014

REPORT BY THE CHIEF EXECUTIVE AND DIRECTOR OF CUSTOMER AND COMMUNITY SERVICES

6. RESULTS OF THE 2013 RESIDENTS SURVEY

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of this report is to provide Joint Scrutiny Members with the results of the 2013 Residents Survey.

<u>RECOMMENDATIONS FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> that	
(A)	The structured focus groups targeted on the areas identified by the public as “most important and most need improving”, be supported.
(B)	The targeted focus on “quick wins” providing opportunity for “you said we did”, be supported.
(C)	The feedback from the 2013 Residents Survey feeding into developing Strategic Plan for 2015/16, be supported.

1.0 Background

1.1 A biennial Residents’ Survey has been undertaken by East Herts Council since 1993. This is the third 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 For the 2013 Residents Survey, core questions were transferred into the new LGA recommended format and several new questions were added. Comparisons have been made against 2011 where possible i.e. East Herts Council and Council Services, Waste and Recycling, Community Safety, contact with the Council and Complaints.

- 1.3 LGA benchmarking with other local authorities who continue to conduct a Residents Survey and use the newly formatted questions will be undertaken when the content becomes available.
- 1.4 The survey was designed to produce results that are representative of the population of East Herts. 4,000 questionnaires were sent out to residents of East Herts on 2 September 2013. The cut-off date for returned questionnaires was 21 October 2013. 19 were returned as failed mail and 1,317 were returned complete, yielding a response rate of 30%.
- 1.5 The returned sample was checked against Census 2011 data for age, gender, working status and ethnic group and subsequently weighted to present results that are representative of East Herts.

2.0 Report

- 2.1 This cover report introduces Essential Reference Paper 'B' as the final version of the Opinion Research Services (ORS) Summary Report on the 2013 Residents' Survey.
- 2.2 At the outset it is important to stress that the survey results and response levels are for the most part, positive.
- 2.3 Senior Management Group considered the key findings on 22 January 2014 and resolved to offer recommendations a, b and c to Joint Scrutiny Members for consideration.
- 2.4 Prior to the Committee's consideration of the report, Officers will make a short PowerPoint presentation on the key findings, background and options for future action.

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

Essential Reference Paper 'B'. East Herts Council Residents Survey 2013 – Opinion Research Services – November 2013.

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

Contact Officer: Will O'Neill, Head of Communications, Engagement and Culture, Extn: 1611.
will.o'neill@eastherts.gov.uk

Report Author: Marianne McWhinnie, Engagement and Partnerships Officer (Equalities and Consultation)
Extn: 1595. marianne.mcwhinnie@eastherts.gov.uk

This page is intentionally left blank

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):</p>	<p>People This priority focuses on enhancing the quality of life, health and wellbeing, particularly for those who are vulnerable, and delivering strong services</p> <p>Place This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
<p>Consultation:</p>	<p>The Residents' Survey 2013 Summary of Findings presentation was delivered to Senior Management Group who were also provided with copies of ORS Summary Report and Full Report.</p>
<p>Legal:</p>	<p>N/A</p>
<p>Financial:</p>	<p>There are no direct financial implications with this report however the recommendations included in the report may require resources.</p>
<p>Human Resource:</p>	<p>There are no direct HR implications with this report however the recommendations included in the report may require resources.</p>
<p>Risk Management:</p>	<p>N/A</p>

This page is intentionally left blank



East Herts Council Residents Survey 2013



Opinion Research Services
November 2013



East Herts Council Residents Survey 2013



by Opinion Research Services

Opinion Research Services

The Strand • Swansea • SA1 1AF
01792 535300 | www.ors.org.uk | info@ors.org.uk

As with all our studies, findings from this survey are subject to Opinion Research Services' 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

This study was conducted in accordance with ISO 20252:2012

© Copyright November 2013

Contents

1. Project Overview	5
The Survey	5
Survey Response	5
Weighting the Data	5
Interpretation of the Data.....	7
Acknowledgements.....	8
2. Executive Summary	9
Summary of Main Findings.....	9
Your Local Area	9
East Herts Council and Council Services.....	9
Waste and Recycling Collections.....	9
Community Safety.....	10
Contact with East Herts Council.....	10
Communications	10
3. Your Local Area	17
4. East Herts Council and Council Services.....	33
5. Waste and Recycling Collections.....	46
6. Community Safety	55
7. Contact with East Herts Council.....	60
8. Communications.....	69
9. List of Tables and Figures.....	77
Tables	77
Figures.....	77

The ORS Project Team

Project design, management and reporting

Anna Shakeshaft

Ciara Small

Hannah Champion

Daniel Morris

Fieldwork management

Leanne Hurlow

Data analysis

Richard Harris

Joe Marchant

Timothy Driscoll

Laura Woodward

1. Project Overview

The Survey

- 1.1 Opinion Research Services (ORS) was commissioned by East Herts Council to undertake a survey of residents' attitudes towards the Council and the services it provides. This survey was last undertaken by ORS in 2011 and before this in 2009. 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
 - East Herts Council and Council Services
 - Waste and Recycling Collections
 - Community Safety
 - Contact with East Herts Council
 - Communications
- 1.2 Comparisons with the 2011 and 2009 residents' surveys have been made where suitable. Some questions have been altered since the 2011 survey and footnotes note this where appropriate. There are also some new questions in 2013 that were not previously included.

Survey Response

- 1.3 The survey was designed to produce results that are representative of the population of East Herts. A random sample of 4000 was drawn from the Postal Address File and questionnaires were distributed to residents of East Hertfordshire on August 30th 2013. A reminder to non-respondents was sent on 2nd October 2013. In order to increase the response rate a Prize Draw incentive was used giving residents the chance to win a £50 voucher to spend in a restaurant of their choice in East Herts. 13 questionnaires were returned as failed mail and 1,198 were returned complete, yielding a response rate of 30%.

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 checked against Census 2011 data for age, gender, working status and ethnic group then subsequently weighted to account for the number of eligible adults in the household, age, working status, gender and ethnic group. The results presented here are therefore representative of East Hertfordshire and will be treated as being so throughout this report. When we discuss the unweighted data we refer to ‘respondents’ but for the weighted data we refer to ‘residents’.

1.7 The tables on the following pages show the profile characteristics of respondents to the survey. Any value denoted by a * represents a percentage which is less than 1%.

Table 1: Gender - All Respondents

Gender	Unweighted Count	Unweighted Valid %	Weighted Valid %
Male	522	44	48
Female	653	56	52
Not known	23	-	-
TOTAL	1,198	100	100

Table 2: Age - All Respondents

Age	Unweighted Count	Unweighted Valid %	Weighted Valid %
Aged 18 to 34	92	8	22
Aged 35 to 44	187	16	19
Aged 45 to 54	237	20	19
Aged 55 to 59	99	8	7
Aged 60 to 64	116	10	7
Aged 65 -74	230	20	16
Aged 75+	208	18	10
Not known	29	-	-
TOTAL	1,198	100	100

Table 3: Ethnic Group - All Respondents

Ethnic Group	Unweighted Count	Unweighted Valid %	Weighted Valid %
White - British	1,107	95	92
BME	63	5	8
Not known	28	-	-
TOTAL	1,198	100	100

Table 4: Long-standing illness/Disability - All Respondents

Long-standing illness/Disability	Unweighted Count	Unweighted Valid %	Weighted Valid %
Long-standing illness/disability	248	22	16
No illness/disability	905	78	84
Not known	45	-	-
TOTAL	1,198	100	100

Table 5: Household Type - All Respondents

Household Type	Unweighted Count	Unweighted Valid %	Weighted Valid %
With children	118	21	29
Without children	452	79	71
Not known	628	-	-
TOTAL	1,198	100	100

Table 6: Working Status - All Respondents

Working Status	Unweighted Count	Unweighted Valid %	Weighted Valid %
Working	624	53	65
Retired	441	37	20
Otherwise not working	116	10	15
Not known	17	-	-
TOTAL	1,198	100	100

Interpretation of the Data

- ^{1.8} Where percentages do not sum to 100, this may be due to computer rounding, the exclusion of “don’t know” categories, or multiple answers. Throughout the volume an asterisk (*) denotes any value less than half a per cent.
- ^{1.9} In some cases figures of 2% or below have been excluded from graphs.
- ^{1.10} 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 residents making relevant responses. Where possible, the colours of the charts have been standardised with a ‘traffic light’ system in which:
- Green shades represent positive responses
 - Beige and purple/blue shades represent 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
- ^{1.11} 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 comparing results between demographic sub-groups, only results which are significantly different are highlighted in the text. However, please note that when comparing results between years, both significant and insignificant differences are highlighted in the text. Statistical significance is at a 95% level of confidence.

Acknowledgements

^{1.12} ORS would like to thank Marianne McWhinnie at East Herts Council for her help and assistance in developing the project. We would also like to thank the 1,198 people who took part in the survey, without whose valuable input the research would not have been possible.

2. Executive Summary

Summary of Main Findings

- ^{2.1} The following paragraphs selectively highlight some key issues, but readers are referred to the detailed graphics for the full story. The suite of ORS reports also includes full cross tabulations.

Your Local Area

- ^{2.2} 9 in 10 (90%) residents were satisfied with their local area as a place to live, whilst 70% of residents were satisfied with the way East Herts Council runs things. Just over two fifths (42%) of residents agreed that East Herts Council provides value for money.
- ^{2.3} Factors consistently identified as the most important in making somewhere a good place to live are: the level of crime; health services; clean streets; and education provision;. Factors that are residents' priorities for improvement in East Herts are: road and pavement repairs; the level of traffic congestion; public transport; health services; affordable decent housing; shopping facilities; job prospects; and clean streets.

East Herts Council and Council Services

- ^{2.4} Less than half (45%; 42% in 2011) the residents agreed that East Herts Council is making the local area a better place to live, whilst only a third (33%; 33% in 2011) of residents agreed that East Herts Council is efficient and well run.
- ^{2.5} 7 in 10 or more residents were satisfied with their refuse collection (81%; 75% in 2011), parks and open spaces (76%; 74% in 2011), doorstep recycling (75%; 72% in 2011) and local tips/household waste recycling centres (71%; 70% in 2011).
- ^{2.6} However, around a fifth or more of residents were dissatisfied with local bus services (28%), local transport information (23%), keeping public land clear of litter and refuse (22%) and theatres/concert halls (21%).

Waste and Recycling Collections

- ^{2.6} Residents indicated high levels of satisfaction with East Herts Council's waste and recycling collection service. 7 in 10 or more of residents were satisfied with: the containers provided for items of recycling and composting (72%; 71% in 2011); how clean and tidy the street is following the collection of items for recycling and composting (71%; 74% in 2011); the types of materials collected by the recycling and composting collection service (81%; 78% in 2011); the information provided about the service (90%;

87% in 2011); and the service for the collection of items for recycling and composting overall (80%; 77% in 2011).

- 2.7 Residents also indicated high levels of satisfaction with the service East Herts Council provides in terms of the collection of general household waste. Around 8 in 10 residents were satisfied with: the bin provided for their general household waste (84%; 85% in 2011); how clean and tidy the street is following the refuse collection (77%; 78% in 2011); and the waste collection service overall (83%; 77% in 2011).

Community Safety

- 2.8 7 in 10 (70%; 70% in 2011) of residents reported that they feel safe in their local area after dark, while around a fifth (17%; 17% in 2011) said they feel unsafe.
- 2.9 The main four neighbourhood issues reported by residents as being a fairly or very big problem in their local area are: rubbish or litter lying around (25%), people drunk or rowdy in public places (23%), people using or dealing drugs (22%) and groups/teenagers hanging around streets (22%).

Contact with East Herts Council

- 2.10 Around a third of residents (32%) have contacted the Council within the last 3 months, whilst almost three fifths (58%) have contacted the Council within the last 12 months. The method that residents used most recently to contact the Council is by telephone (59%), followed by email (19%) and in person at Council offices (11%). Nearly two thirds (64%) of residents were satisfied with their most recent contact with the Council, however, around a fifth said (19%) said they were dissatisfied.
- 2.11 Around 3 in 10 (29%) of residents have contacted East Herts Council with a complaint. Of these, almost a third (31%) did so within the last three months and almost half (48%) within the last six months. In terms of how their complaint was handled, the aspect the highest proportion of residents are dissatisfied with was the final outcome (49%). Around two fifths are also dissatisfied with: the way in which the complaint was managed (44%); the time taken to deal with their complaint (39%); and how their complaint was handled overall (39%). However, around 7 in 10 (71%) of residents are satisfied with the ease which they were able to raise their complaint.

Communications

- 2.12 The majority of residents currently (53%) and prefer (60%) to find out about East Herts Council from information provided by the Council.
- 2.13 Although almost all residents are aware of (98%) and have used (97%) the East Herts website, 1 in 10 or less have used the Council Facebook page, Twitter page, 'Stay Connected' email alerts and a live webcast.
- 2.14 The main three ways in which residents could be encouraged to access more Council services online would be: assurance that enquiries would be dealt with *as quickly* as if contact was made via another method (24%); assurance that enquiries would be dealt with *more quickly* than if contact was made via another method (29%); and if more information about council services was available on the website (27%).

^{2.15} The main three suggestions residents provided for how east Herts Council could help residents more are: improvements to recycling (14%); better maintenance of roads, pavements and pathways (13%); and better information available to residents (10%).

3. Comparisons to the 2011 Residents Survey

Overall, how satisfied or dissatisfied are you with the way East Herts Council runs things?¹

Overall, how satisfied or dissatisfied are you with the way East Herts Council runs things?	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
	70%	51%	↑19

To what extent do you agree or disagree that East Herts Council provides value for money?²

To what extent do you agree or disagree that East Herts Council provides value for money?	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
	42%	24%	↑18

Here are some of the things that other people have said about their Council. To what extent do you agree or disagree that these statements apply to East Herts Council?

My Council...	% strongly or tend to agree 2013	% strongly or tend to agree 2011	% change since 2011
Is making the local area a better place to live	45%	42%	↑3
Is efficient and well run	33%	33%	-

How strongly do you agree or disagree with the following statement?

The quality of East Herts Council services is good overall.

Statement	% strongly or tend to agree 2013	% strongly or tend to agree 2011	% change since 2011
The quality of East Herts Council is good overall	54%	51%	↑3

¹ There was a change in the positioning of this question in 2013. A preamble (stipulated by the LGA guidance) was present in the 2013 questionnaire and not in the 2011 questionnaire. See paragraph 3.6 for more details.

² There was a change in the positioning of this question in 2013. A preamble (stipulated by the LGA guidance) was present in the 2013 questionnaire and not in the 2011 questionnaire. See paragraph 3.9 for more details.

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

Service	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
Keeping public land clear of litter and refuse	66%	64%	↑2
Refuse collection	81%	75%	↑6
Doorstep recycling	75%	72%	↑3
Local tips/household waste recycling centres	71%	70%	↑1
Local transport information	35%	35%	-
Local bus services	36%	38%	↓2
Sport/leisure facilities	50%	46%	↑4
Theatres/concert halls	45%	39%	↑6
Parks and open spaces	76%	74%	↑2

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.

Service	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
The containers provided for items of recycling and composting	72%	71%	↑1
How clean and tidy the street is following the collection of items for the recycling and composting	71%	74%	↓3
The types of materials collected by the recycling and composting collection service	81%	78%	↑3
The information we provided about the service (e.g. collection calendars, details of what we collect)	90%	87%	↑3
The service for the collection of items for recycling and composting overall	80%	77%	↑3

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.

Service	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
The bin provided for your general household refuse	84%	85%	↓1
How clean and tidy the street is following the refuse collection	77%	78%	↓1
The waste collection service overall	83%	77%	↑6

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

How safe or unsafe do you feel when outside in your local area after dark?	% very or fairly safe 2013	% very or fairly safe 2011	% change since 2011
	70%	70%	-

How safe or unsafe do you feel when outside in your local area during the day?

How safe or unsafe do you feel when outside in your local area during the day?	% very or fairly safe 2013	% very or fairly safe 11	% change since 2011
	94%	94%	-

Thinking about this local area, how much of a problem do you think each of the following are...?³

Crime Type	% very or fairly big problem 2013	% very or fairly big problem 2011	% change since 2011
Rubbish or litter lying around	25%	28%	↓3
People being drunk or rowdy in public places	23%	27%	↓4
Groups/teenagers hanging around the streets	22%	30%	↓8
People using or dealing drugs	22%	19%	↑3
Vandalism, graffiti and other deliberate damage to property or vehicles	17%	23%	↓6
Noisy neighbours or loud parties	12%	10%	↑2
Abandoned or burnt out cars	3%	3%	-

When did you last contact East Herts Council?

Time	% 2013	% 2011	% change since 2011
In the last week	7%	7%	-
In the last month	14%	11%	↑3
In the last three months	12%	14%	↓2
In the last six months	12%	10%	↑2
In the last year	14%	16%	↓2
Longer ago	23%	26%	↓3
Never	18%	15%	↑3

³ 'Don't know/no opinion' was previously 'Don't know'.

Also – the order of the options has changed to reflect LGA guidance. 'Teenagers hanging around the streets' is now 'Groups hanging around the streets'

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?

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?	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
	64%	65%	↓1

Have you contacted East Herts Council with a complaint?

Have you contacted East Herts Council with a complaint?	% yes 2013	% yes 2011	% change since 2011
	29%	29%	-

When did you last complain to East Herts Council?

Time	% 2013	% 2011	% change since 2011
In the last week	6%	5%	↑1
In the last month	10%	9%	↑1
In the last three months	15%	18%	↓3
In the last six months	17%	17%	-
In the last year	22%	20%	↑2
Longer ago	30%	32%	↓2

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

	% very or fairly satisfied 2013	% very or fairly satisfied 2011	% change since 2011
The ease with which you were able to raise your complaint	71%	64%	↑7
The time taken to deal with your complaint	52%	48%	↑4
The way in which the complaint was managed	46%	41%	↑5
The final outcome	42%	40%	↑2
How your complaint was handled overall	47%	39%	↑8

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?

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?	% yes 2013	% yes 2011	% change since 2011
	87%	88%	↓1

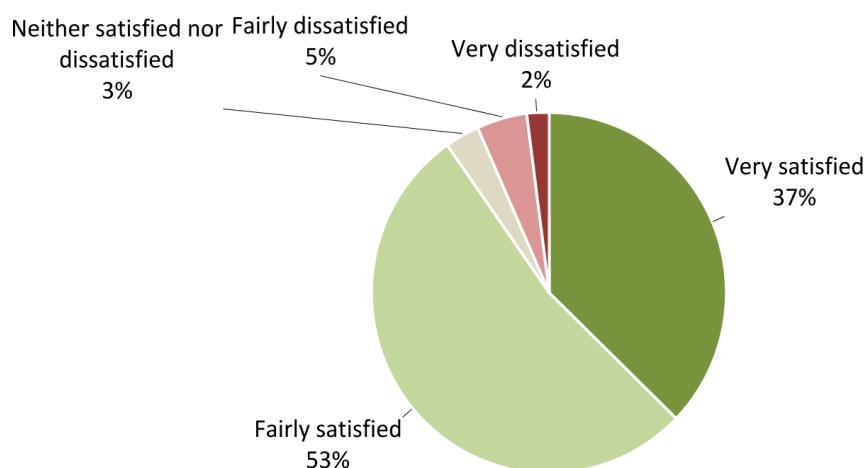
Thinking about the most recent issue of Link magazine that you have seen, would you say you:

Thinking about the most recent issue of Link magazine that you have seen, would you say you:	% 2013	% 2011	% change since 2011
Read all of it	15%	20%	↓5
Read most of it	32%	34%	↓2
Read a few articles	29%	20%	↑9
Just glanced at it	21%	21%	-
Never read it	4%	4%	-

4. Your Local Area

Figure 1: Responses to how satisfied or dissatisfied residents were with their local area as a place to live

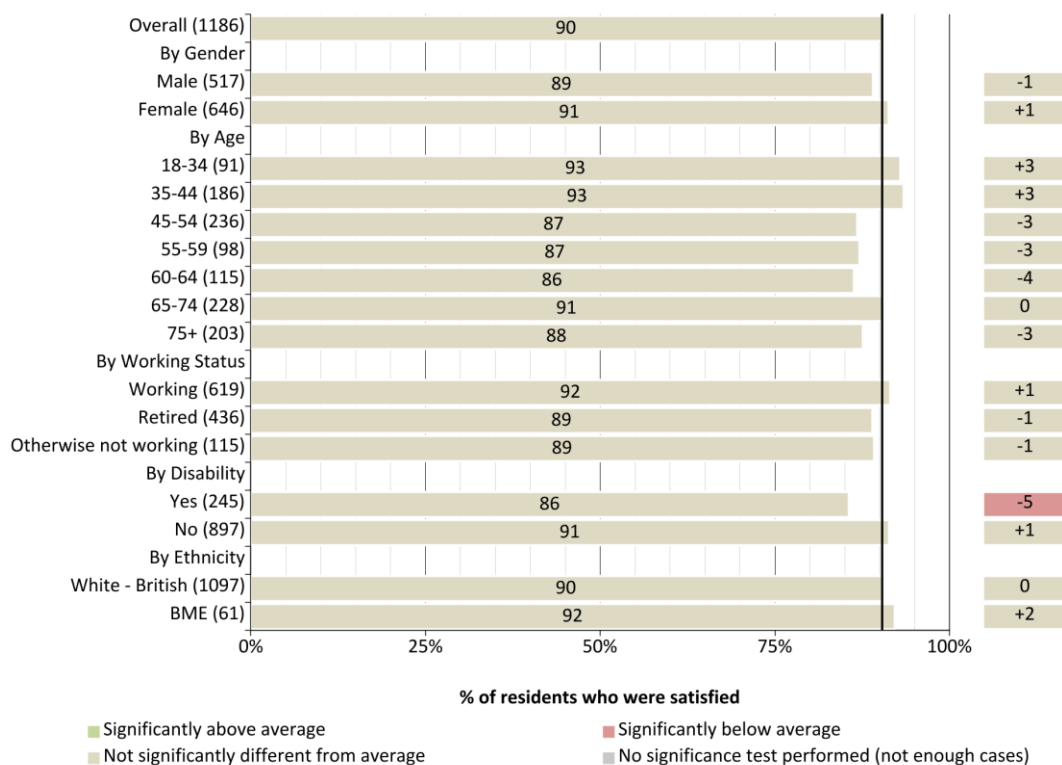
Overall, how satisfied or dissatisfied are you with your local area as a place to live?



Base: All residents (1186)

- 4.1 Throughout this survey residents were asked to think about their 'local area' When answering, they were asked to consider their local area to be the area within 15 – 20 minutes walking distance from their home.
- 4.2 9 in 10 (90%) residents were satisfied with their local area as a place to live, with almost two fifths (37%) saying they were very satisfied. 7% of residents were dissatisfied, whilst 3% were neither satisfied nor dissatisfied.
- 4.3 Residents who have a disability are significantly less likely to be satisfied with their local area as a place to live.

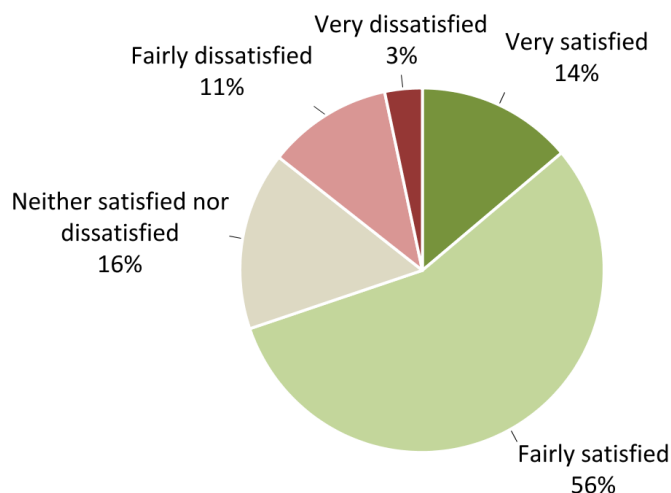
Figure 2: Responses to how satisfied or dissatisfied residents were with their local area as a place to live



Base: All residents who were satisfied with their local area as a place to live

Figure 3: Responses to how satisfied or dissatisfied residents were with the way East Herts Council runs things

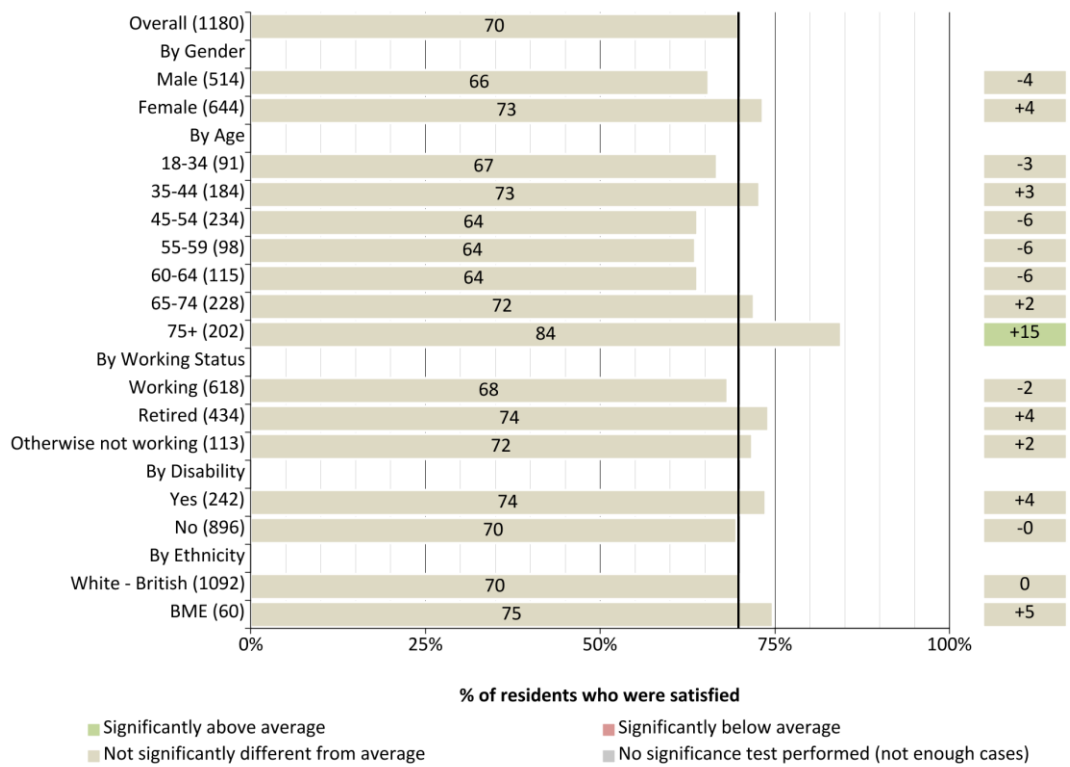
Overall, how satisfied or dissatisfied are you with the way East Herts Council runs things?



Base: All residents (1180)

- 3.4 Residents in this area receive services from two councils, East Herts Council and Hertfordshire County Council. This survey asked about East Herts Council, which is responsible for services such as refuse collection, street cleaning and planning.
- 3.5 70% of residents were satisfied with the way East Herts Council runs things, with nearly three fifths (56%) of them stating they were fairly satisfied. 14% of residents were dissatisfied, whilst 16% were neither satisfied nor dissatisfied.
- 3.6 The proportion of residents that reported satisfaction with the way East Herts Council is running East Herts was 51% in 2011. The difference in satisfaction between 2013 and 2011 may be due in part to the positioning of the question; being at the start of the questionnaire in 2013, rather than after the questions on the most important things that make somewhere a good place to live and what, if anything, most needs improving about the local area. A preamble (stipulated by the LGA guidance) was also present in the 2013 questionnaire and not in the 2011 questionnaire. This preamble explained that residents receive services from two councils, East Herts Council and Hertfordshire County Council. It then explained that the survey is asking about East Herts Council which is responsible for services such as refuse collection, street cleaning and planning. The wording of the question also slightly differs between the 2 surveys.
- 3.7 Residents who are aged 75 and over are significantly more likely to be satisfied with the way East Herts Council runs things.

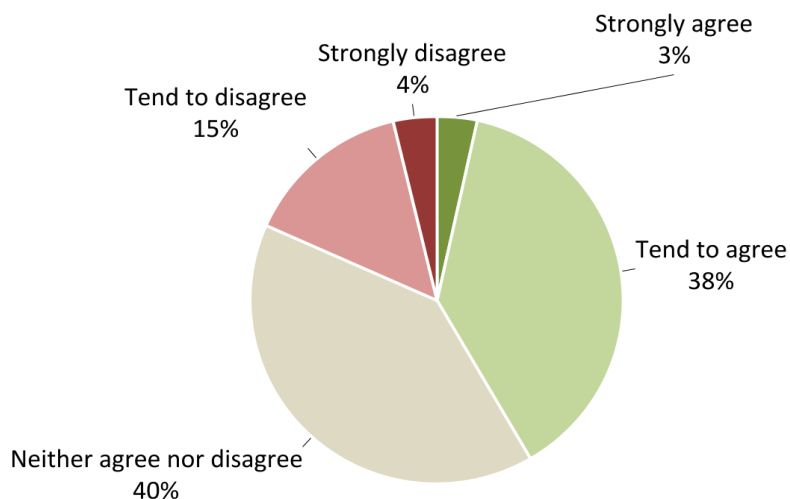
Figure 4: Responses to how satisfied or dissatisfied residents were with the way East Herts Council runs things



Base: All residents who were satisfied with the way East Herts Council runs things

Figure 5: Extent to which residents agree or disagree that East Herts Council provides value for money

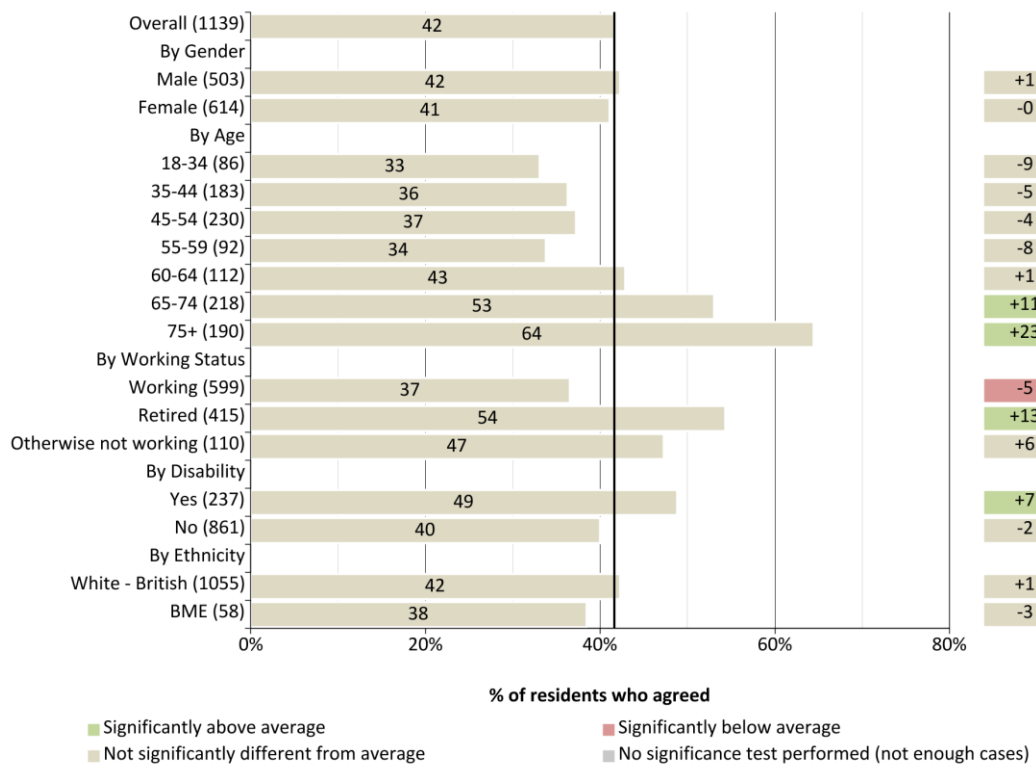
To what extent do you agree or disagree that East Herts Council provides value for money?



Base: All residents (1139)

- ^{3.8} Just over two fifths (42%) of residents agreed that East Herts Council provides value for money. Nearly one fifth (18%) of residents disagreed, whilst two fifths (40%) neither agreed nor disagreed.
- ^{3.9} The proportion of residents that agreed that East Herts Council provides value for money was 24% in 2011. The difference in agreement between 2013 and 2011 may be due in part to the positioning of the question; being at the start of the questionnaire in 2013, rather than after the questions on the most important things that make somewhere a good place to live and what, if anything, most needs improving about the local area. A preamble (stipulated by the LGA guidance) was also present in the 2013 questionnaire and not in the 2011 questionnaire. This preamble asked residents to think about the range of services East Herts Council provides to the community as a whole, as well as the services their household uses. They were told that it didn't matter if they didn't know all of the services East Herts Council provides to the community – a general opinion was what was required. The wording of the question also slightly differs between the 2 surveys.
- ^{3.10} Residents who are aged 65 and over, retired and have a disability are significantly more likely to say that East Herts Council provided value for money.

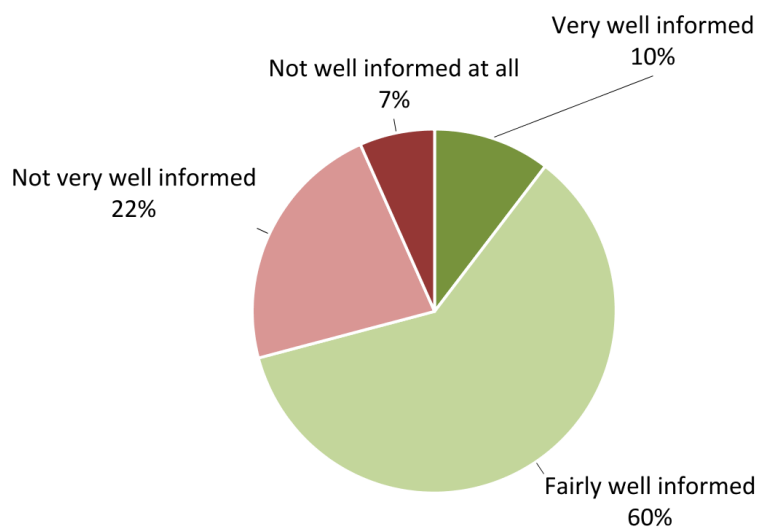
Figure 6: Extent to which residents agree or disagree that East Herts Council provides value for money



Base: All residents who agree that East Herts Council provides value for money

Figure 7: Responses to how well informed residents think East Herts Council kept them about the services and benefits it provides

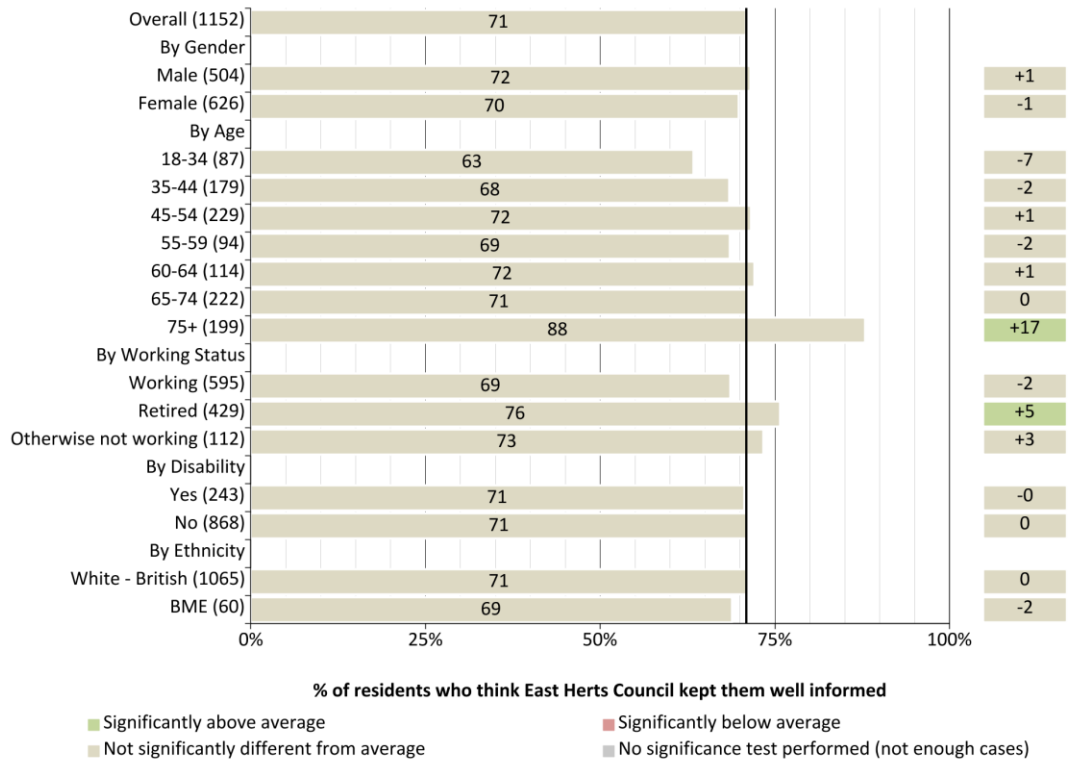
How well informed do you think East Herts Council keeps you about the services and benefits it provides?



Base: All residents (1152)

- ^{3.11} Over 7 in 10 (71%) residents feel that East Herts Council kept them informed about the services and benefits it provides, with three fifths (60%) of them saying they were kept fairly well informed. Nearly one third (29%) felt that they were not kept informed, with 7% of them saying they were not well informed at all.
- ^{3.12} It can be seen that residents who are significantly more likely to say East Herts Council kept them informed about the services and benefits it provides are aged 75 and over and retired (see figure 8 overleaf).

Figure 8: Responses to how well informed residents think East Herts Council kept them about the services and benefits it provides

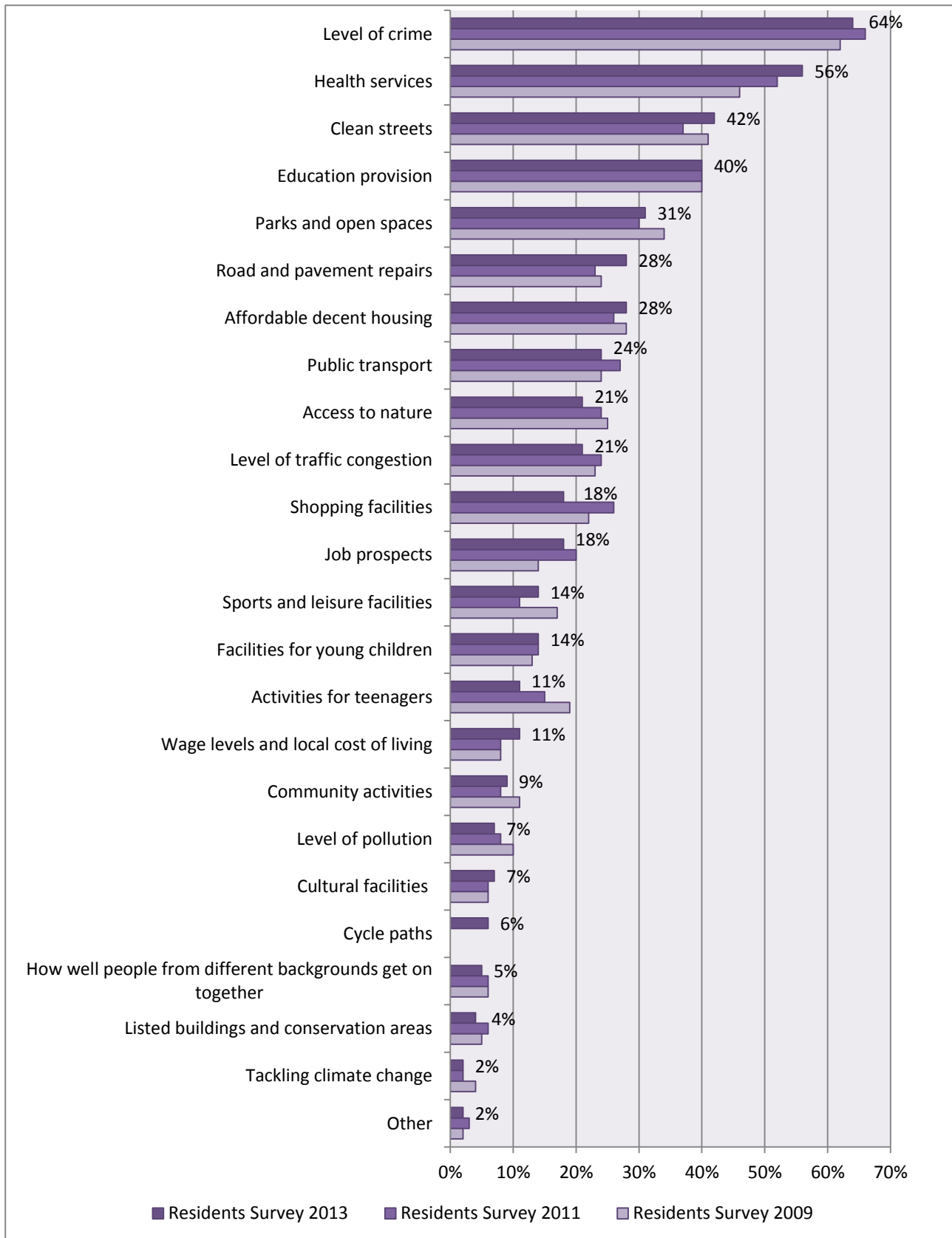


Base: All residents who think East Herts Council kept them well informed about the services and benefits it provides

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

- ^{3.13} Respondents were asked to identify the top five factors which they consider to be the most important in making somewhere a good place to live, from a list of 23. Figure 9 (overleaf) presents the results for this year's survey with those for the East Herts residents' survey in 2011 and 2009. Factors consistently identified as most important are the *level of crime* (64% in 2013), *health services* (56%), *clean streets* (42%) and *education provision* (40%).
- ^{3.14} Of least importance to making somewhere a good place to live are: *cycle paths* (6%), *how well people from different backgrounds get on together* (5%), *listed buildings and conservation areas* (5%) and *tackling climate change* (3%).
- ^{3.15} Text comments revealed 'other' factors that are important to residents in *making somewhere a good place to live* as being: parking for residents, better town planning and safety for cyclists on the roads.

Figure 9: Responses to which of the things below would residents say were the most important in making somewhere a good place to live



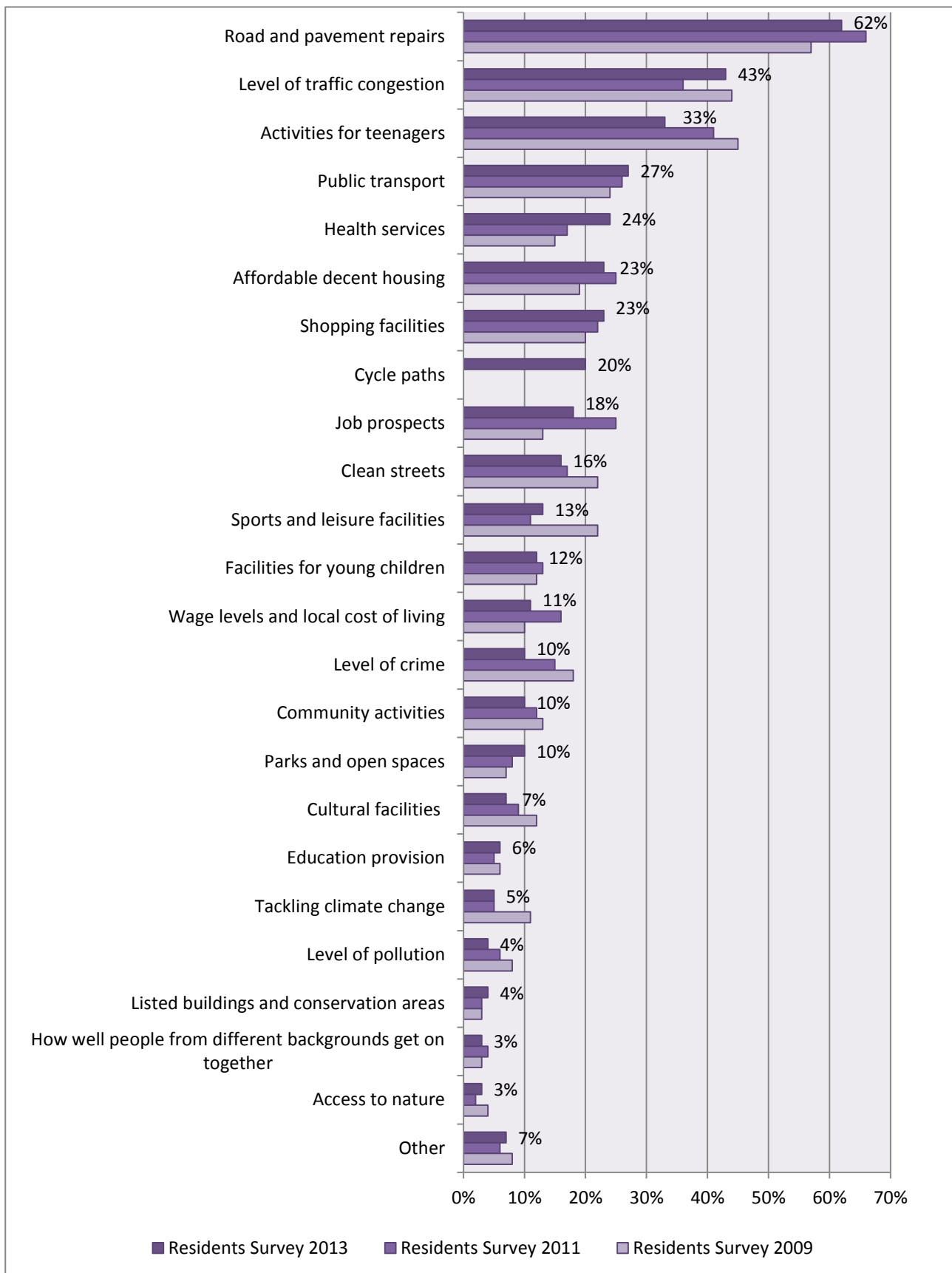
Base: All residents

And thinking about your local area, which of the things below, if any, do you think most need improving?⁴

- ^{3.16} 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 10 (overleaf) presents the findings for this survey alongside the results from the 2011 and 2009 East Herts residents' surveys. Over three fifths (62%) chose *road and pavement repairs* as most in need of improvement. *Level of traffic congestion* (43%) and *activities for teenagers* (33%) also scored highly. *How well people from different backgrounds get on together* (3%) and *access to nature* (3%) were identified as the least in need of improvement.
- ^{3.17} Text comments also revealed that 'other' factors that need improving in the local area include: street lighting, protection of the green belt and parking facilities.

⁴ 'Cycle paths' is a new option for 2013

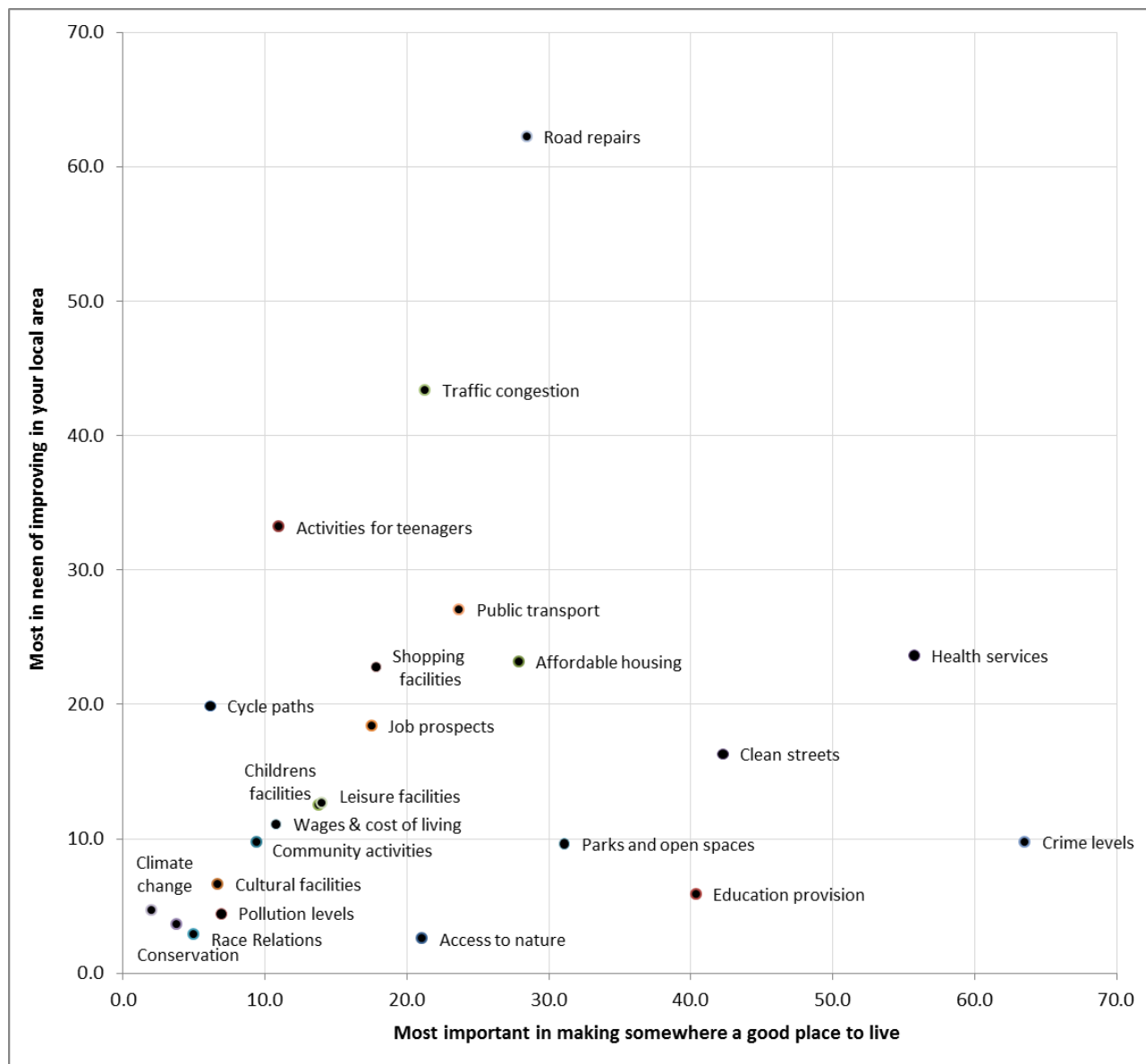
Figure 10: Responses to which of the things below, if any, do residents think most need improving



Base: All residents

- 3.18 Figures 11 and 12 bring together 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.
- 3.19 A scatter graph has been used to plot the importance of services against improvement priorities (Strategic Priority Analysis) (see figure 11). 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.

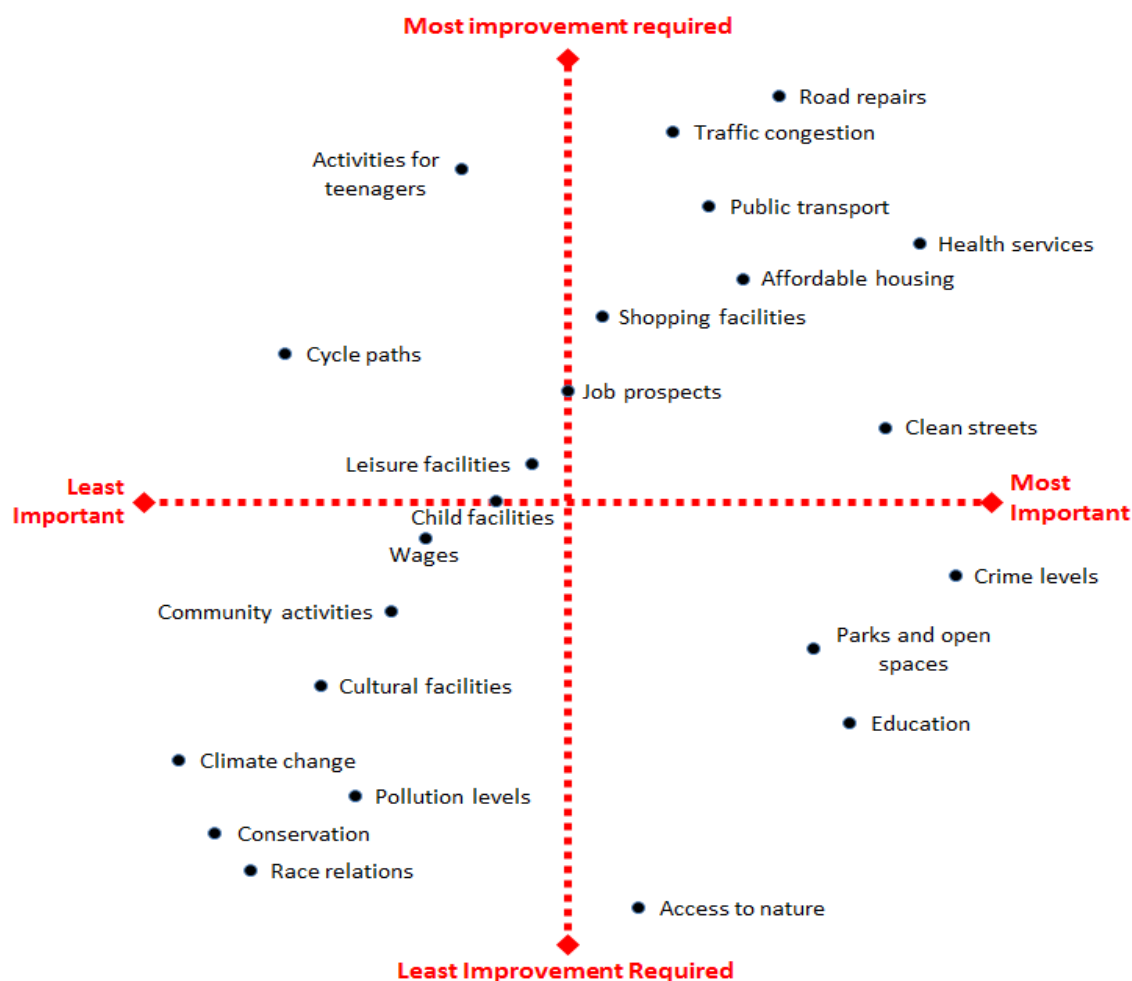
Figure 11: Quality of Life – Thinking generally, which of the things below would you say are most important in making somewhere a good place to live? And thinking about this local area, which of the things below, if any, do you think most need improving?



Base: All residents

- 3.20 The following graph (figure 12 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.
- 3.21 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.
- 3.22 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 12: 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 residents

- 3.23 In the following table (figure 13 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.
- 3.24 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 13: Priority Analysis Summary

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

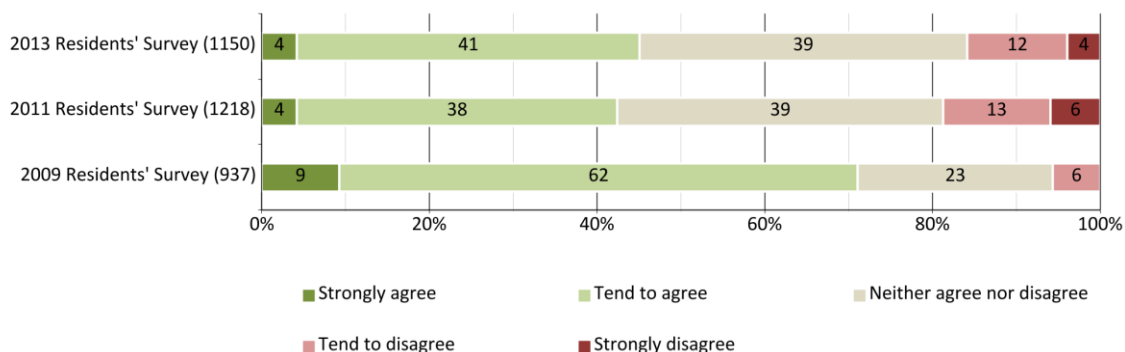
Summary of Key Points – Your Local Area

- 9 in 10 (90%) of residents were satisfied with their local area as a place to live.
- 7 out of 10 (70%) of residents were generally satisfied with how East Herts Council is running things.
- 42% of residents agreed that East Herts Council provides value for money.
- Factors consistently identified as the most important in making somewhere a good place to live are the level of crime, health services, clean streets and education provision.
- Factors that are resident priorities for improvement in East Herts are:
 - Road and pavement repairs
 - The level of traffic congestion
 - Public transport
 - Health services
 - Affordable decent housing
 - Shopping facilities
 - Job prospects
 - Clean streets

4. East Herts Council and Council Services

Here are some of the things that other people have said about their Council. To what extent do you agree or disagree that these statements apply to East Herts Council?

Figure 14: Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live



Base: All residents

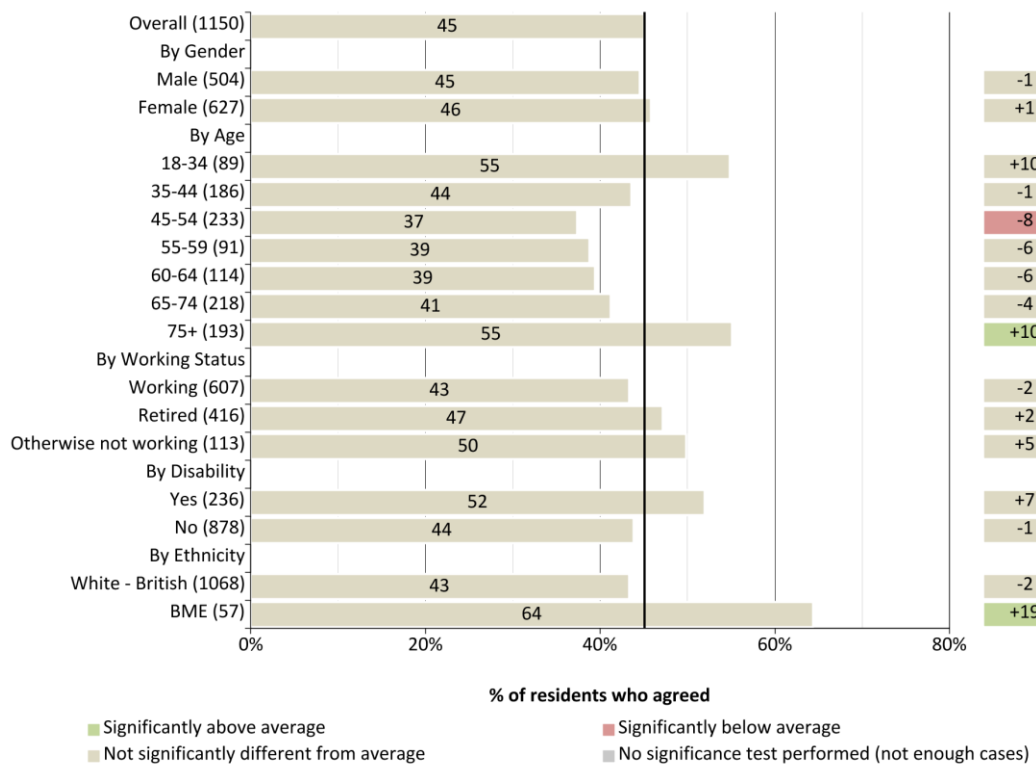
4.1 Less than half (45%) of residents agreed that East Herts Council is making the local area a better place to live. A relatively high proportion (39%) gave the neutral ‘neither agree nor disagree’ response to this question and 16% disagreed with it. The proportion agreeing with this statement has increased by three percentage points compared with the 2011 residents’ survey but has decreased by twenty-six percentage points compared with the 2009 residents’ survey.

4.2 Residents aged 75 and over and those who are Black Minority Ethnic (BME) are significantly more likely to agree that East Herts Council is making the local area a better place to live. On the other hand, residents aged 45-54 are significantly less likely to agree that East Herts Council is making the local area a better place to live.

Table 7: Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live. Comparison with 2011 survey.

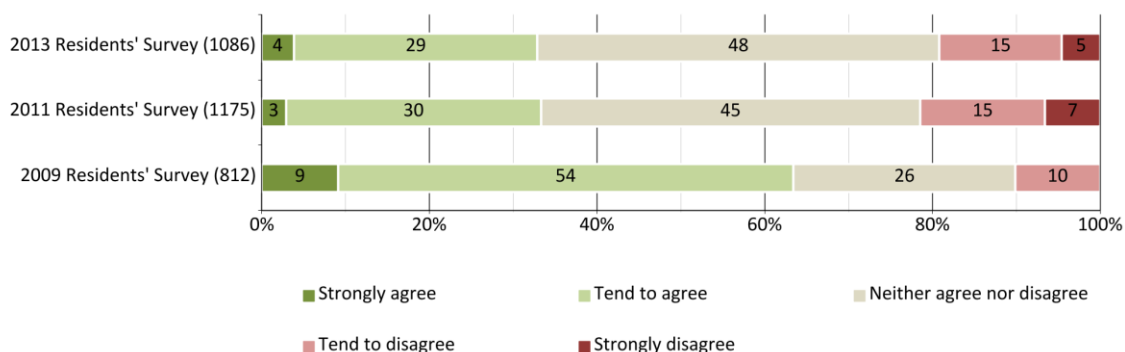
My Council...	% strongly or tend to agree 13	% strongly or tend to agree 11	% change since 2011
Is making the local area a better place to live	45%	42%	↑3

Figure 15: Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live



Base: All residents who agree that East Herts Council is making the local area a better place to live

Figure 16: Extent to which residents agree or disagree that East Herts Council is efficient and well run



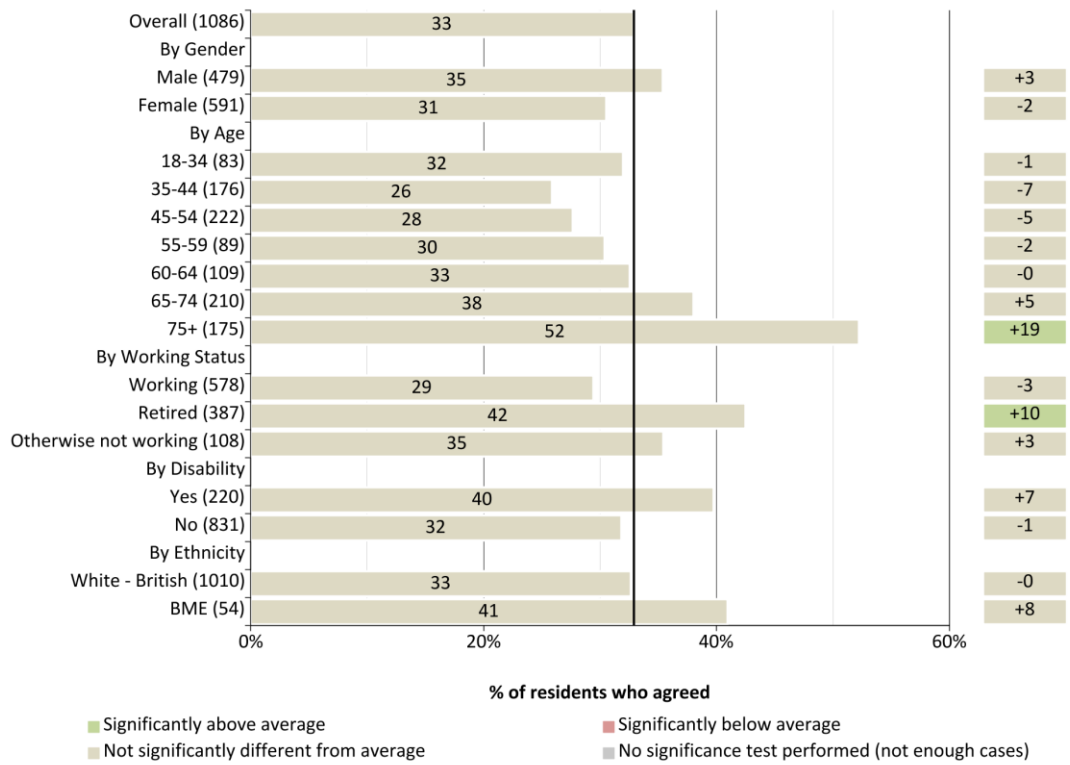
Base: All residents

- 4.3 A third (33%) of residents agreed that East Herts Council is efficient and well run. Nearly half (48%) said they neither agreed nor disagreed, whilst under one fifth (19%) disagreed. Compared to the 2011 residents’ survey, the amount agreeing with the statement has stayed the same but has decreased by 30% when compared to the 2009 residents’ survey.
- 4.4 It can be seen that residents aged 75 and over and those who are retired are significantly more likely to agree that East Herts Council is efficient and well run.

Table 8: Extent to which residents agree or disagree that East Herts Council is efficient and well run. Comparison with 2011 survey.

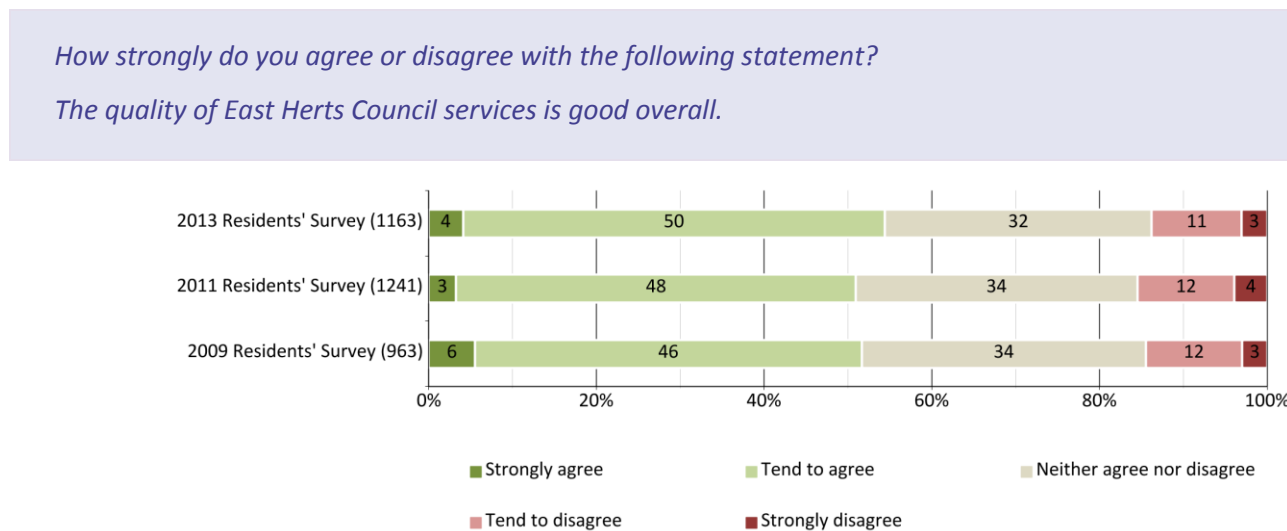
My Council...	% strongly or tend to agree 13	% strongly or tend to agree 11	% change since 2011
Is efficient and well run	33%	33%	-

Figure 17: Extent to which residents agree or disagree that East Herts Council is efficient and well run



Base: All residents who agree that East Herts Council is efficient and well run

Figure 18: Responses to how strongly residents agree or disagree with the statement ‘the quality of East Herts Council is good overall’



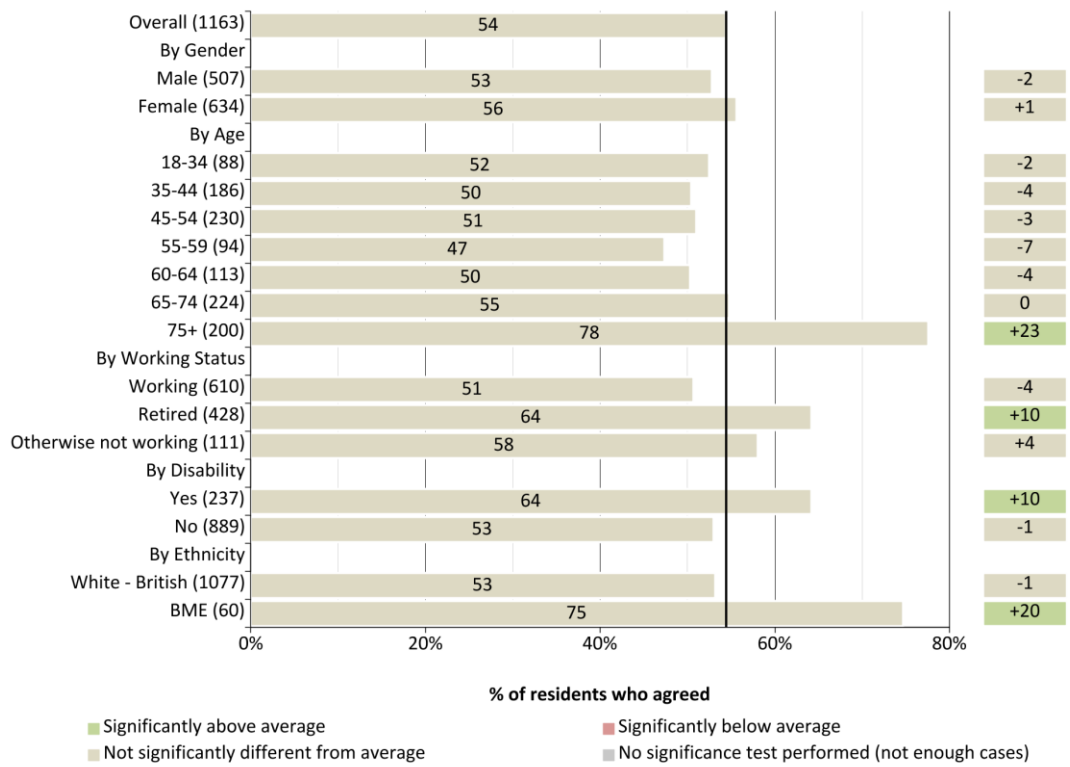
Base: All residents

- 4.5 Over half (54%) of residents agreed with the statement ‘the quality of East Herts Council is good overall’. Almost a third (32%) stated that they neither agreed nor disagreed, whilst 14% disagreed. The proportion agreeing with this statement has increased by three percentage points compared with the 2011 residents’ survey (51% in 2011).
- 4.6 Residents aged 75 and over, those who are retired, have a disability and of a Black Minority Ethnic (BME) group are significantly more likely to agree with the statement ‘the quality of East Herts Council is good overall’.

Table 9: Responses to how strongly residents agree or disagree with the statement ‘the quality of East Herts Council is good overall’. Comparison with 2011 survey.

Statement	% strongly or tend to agree 13	% strongly or tend to agree 11	% change since 2011
The quality of East Herts Council is good overall	54%	51%	↑3

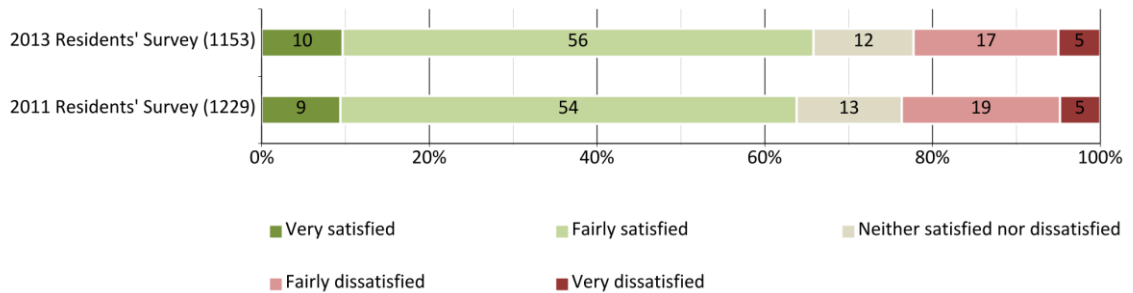
Figure 19: Responses to how strongly residents agree or disagree with the statement ‘the quality of East Herts Council is good overall’



Base: All residents who agree with the statement ‘the quality of East Herts Council is good overall’

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

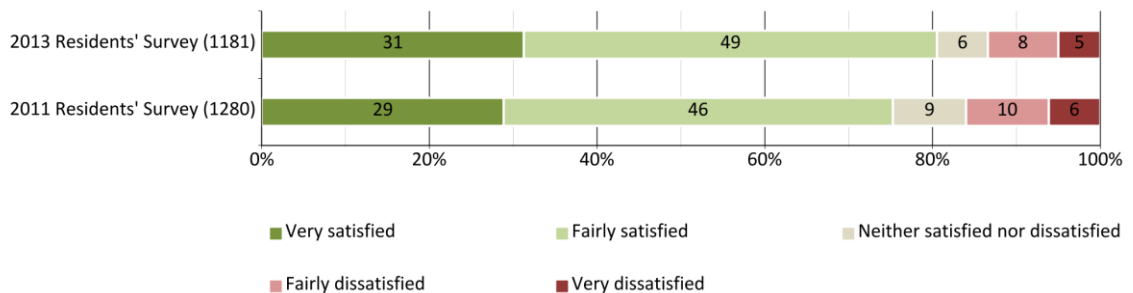
Figure 20: Responses to how satisfied or dissatisfied residents were with keeping of public land clear of litter and refuse



Base: All residents

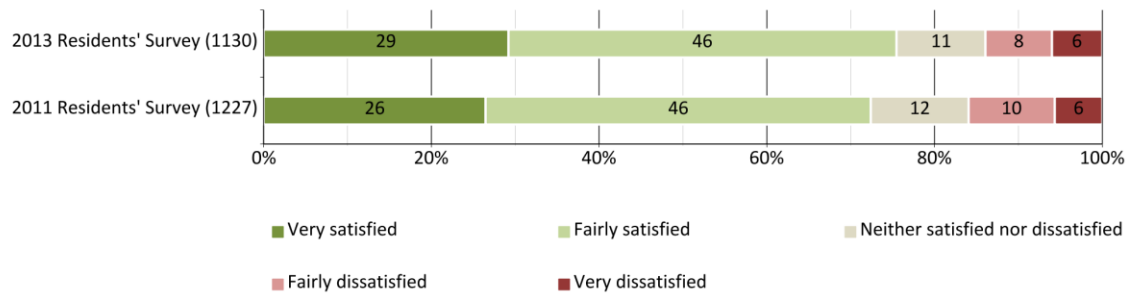
- 4.7 Around two thirds (66%) of residents said they were satisfied with the extent to which public land was kept clear of litter and refuse, whilst over one fifth (22%) indicated they were dissatisfied. The proportion of residents who said they were satisfied has increased by two percentage points since 2011, whilst the amount who said they were dissatisfied has decreased by two percentage points.

Figure 21: Responses to how satisfied or dissatisfied residents were with their refuse collection



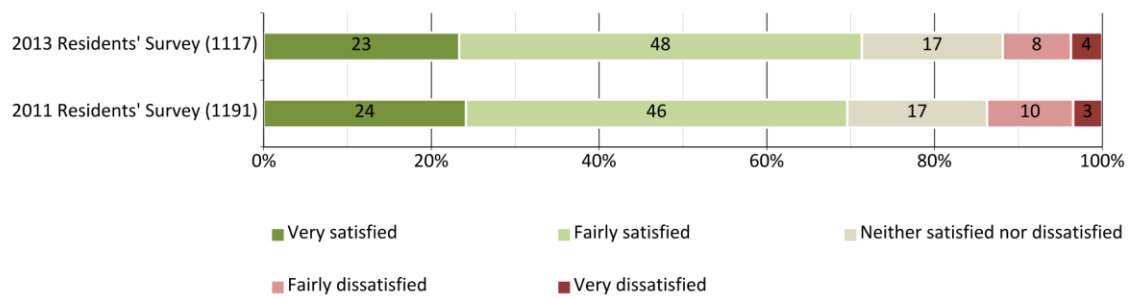
Base: All residents

- 4.8 The vast majority (81%) of residents stated they were satisfied with their refuse collection, with only 13% indicating they were dissatisfied. The proportion of residents reporting satisfaction has increased by six percentage points compared with the 2011 residents' survey (75% in 2011).

Figure 22: Responses to how satisfied or dissatisfied residents were with their doorstep recycling

Base: All residents

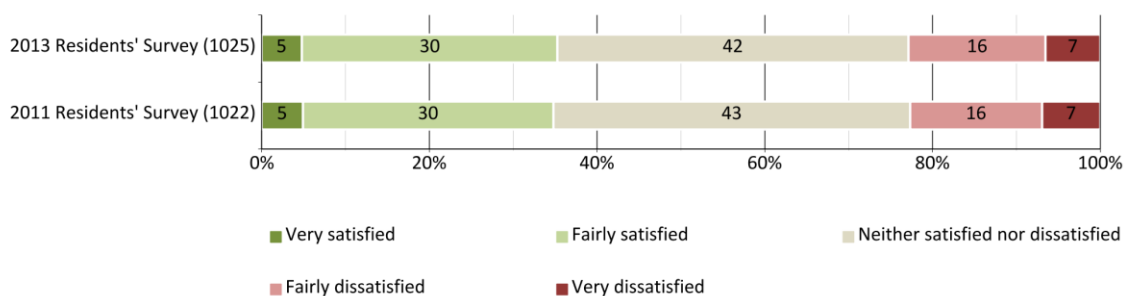
- 4.9 Three quarters (75%) of residents said they were satisfied with their doorstep recycling, with only 14% stating they were dissatisfied. The proportion indicating they were satisfied has increased by three percentage points compared with the 2011 residents' survey (72% in 2011).

Figure 23: Responses to how satisfied or dissatisfied residents were with local tips/household waste recycling centres

Base: All residents

- 4.10 Over 7 in 10 (71%) residents said they were satisfied with their local tips/household waste recycling centres, whilst only 12% stated they were dissatisfied. Looking back at the 2011 residents' survey, the amount of people who said they were satisfied has increased by one percentage point (70% in 2011), whilst the amount who said they were dissatisfied has decreased by two percentage points (14% in 2011).

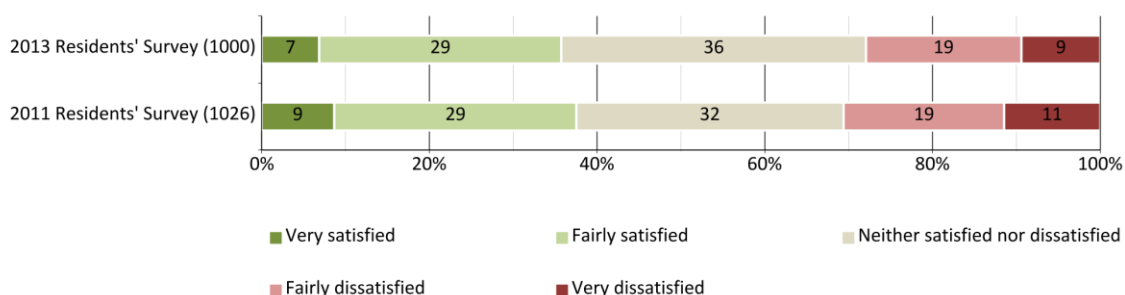
Figure 24: Responses to how satisfied or dissatisfied residents were with local transport information



Base: All residents

4.11 Over one third (35%) of residents said they were satisfied with local transport information. Just over two fifths (42%) stated they were neither satisfied nor dissatisfied, whilst almost a quarter (23%) said they were dissatisfied. The results from both the 2013 and 2011 residents’ surveys are almost identical.

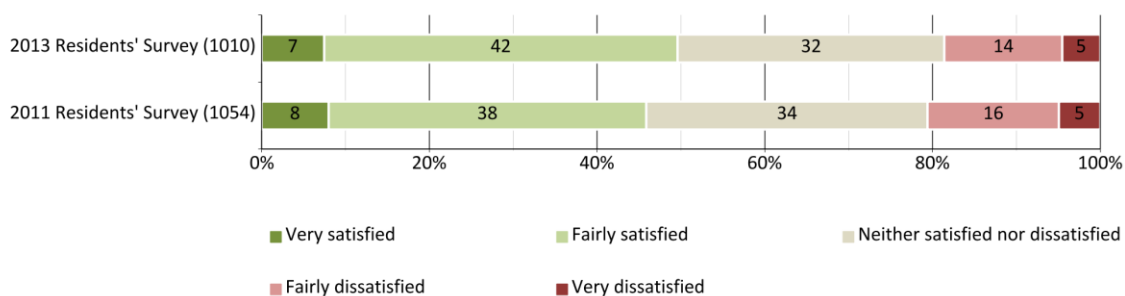
Figure 25: Responses to how satisfied or dissatisfied residents were with the local bus services



Base: All residents

4.12 Over one third (36%) of residents said they were satisfied with the local bus services. Over one third (36%) were neither satisfied nor dissatisfied, whilst almost 3 in 10 (28%) were dissatisfied. When comparing this year’s results to the 2011 survey, the proportion of residents who said they were satisfied has decreased by two percentage points (38% in 2011), whilst the proportion who said they were dissatisfied has decreased by three percentage points (31% in 2011).

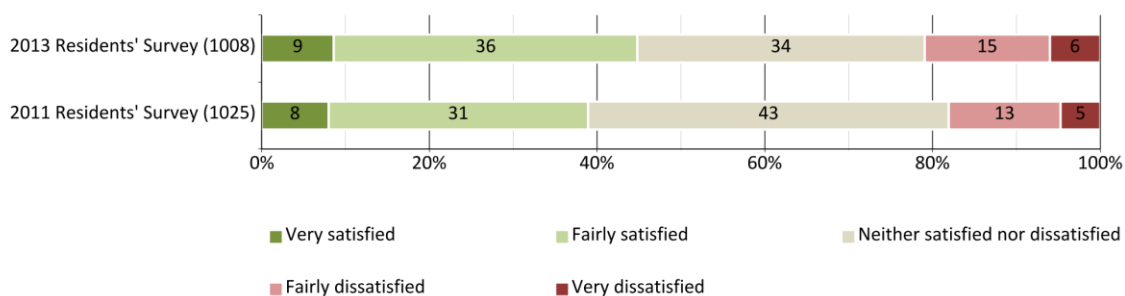
Figure 26: Responses to how satisfied or dissatisfied residents were with the sport/leisure facilities



Base: All residents

4.13 Half (50%) of the residents were satisfied with the sport/leisure facilities, with the majority (42%) of them saying that they were fairly satisfied. Almost one third (32%) said they were neither satisfied nor dissatisfied, whilst 19% indicated they were dissatisfied. The proportion indicating they were satisfied has increased by four percentage points compared with the 2011 residents’ survey (46% in 2011).

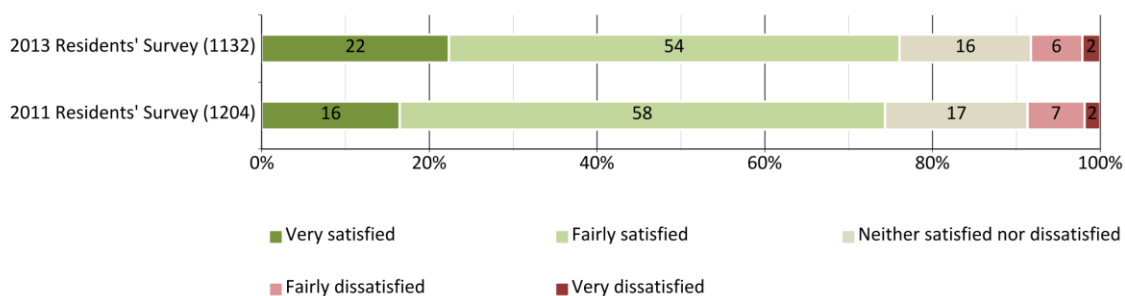
Figure 27: Responses to how satisfied or dissatisfied residents were with theatres/concert halls



Base: All residents

4.14 Almost a half (45%) of residents indicated they were satisfied with the theatres/concert halls, with 36% of them saying they were fairly satisfied. Just over one third (34%) stated they were neither satisfied nor dissatisfied, whilst over a fifth (21%) residents said they were dissatisfied. Compared to the 2011 residents’ survey, the proportion of residents saying they were satisfied has increased by six percentage points.

Figure 28: Responses to how satisfied or dissatisfied residents were with parks and open spaces



Base: All residents

4.15 Just over three quarters (76%) of residents said they were satisfied with parks and open spaces, with only 8% indicating they were dissatisfied. The proportion of residents saying they were satisfied has increased by two percentage points compared with the 2011 residents’ survey.

Table ? : Responses to how satisfied or dissatisfied residents were with the following services that are provided or supported by East Herts Council. Comparison with 2011 survey.

Service	% very or fairly satisfied 13	% very or fairly satisfied 11	% change since 2011
Keeping public land clear of litter and refuse	66%	64%	↑2
Refuse collection	81%	75%	↑6
Doorstep recycling	75%	72%	↑3
Local tips/household waste recycling centres	71%	70%	↑1
Local transport information	35%	35%	-
Local bus services	36%	38%	↓2
Sport/leisure facilities	50%	46%	↑4
Theatres/concert halls	45%	39%	↑6
Parks and open spaces	76%	74%	↑2

4.16 Residents’ satisfaction with 7 of the 9 services provided or supported by East Herts Council has increased since 2011. In particular, the proportion who reported that there were very or fairly satisfied with refuse collection and theatres/concert halls has increased by six percentage points in the last 2 years.

4.17 Table 10 overleaf shows the sub-groups of residents who are significantly more or less likely than average to think that the services listed are provided or supported by East Herts Council.

Table 10: How satisfied or dissatisfied are you with each of the following services that are provided or supported by East Herts Council? Demographic sub-group analysis.

Satisfaction with various services provided or supported by East Herts Council	Residents significantly more likely than average to say they are satisfied	Residents significantly less likely than average to say they are satisfied
Keeping public land clear of litter and refuse	Rent their property Have never been in contact with East Herts Council Live in Bishop's Stortford Central ward Live in Bishop's Stortford Meads ward	Aged 65-74 Non-Christian Have contacted East Herts Council with a complaint Live in Ware Christchurch ward
Refuse collection	Aged 65 or over Retired Haven't contacted East Herts Council with a complaint Live in Bishop's Stortford Central ward Live in Hertford Sele ward Live in Mundens and Cottered ward Live in Ware Trinity ward Live in Watton-at-Stone ward	Aged 45-54 Have contacted East Herts Council in the last 3 months Have contacted East Herts Council with a complaint Live in Bishop's Stortford South ward
Doorstep recycling	Aged 60 or over Retired Live in Datchworth & Aston ward Live in Little Hadham ward Live in Mundens and Cottered ward Live in Puckeridge ward Live in Ware Trinity ward Live in Watton-at-Stone ward	Household without children Rent their property Have contacted EHC in the last 3 months Have contacted EHC with a complaint Live in Ware Chadwell ward Live in Ware Christchurch ward Live in Ware St Mary's ward
Local tips/household waste recycling centres	Aged 55-59 and 75 and over Live in Hertford Bengoe ward Live in Mundens and Cottered ward	Rent their property Have a disability Live in Bishop's Stortford Meads ward
Local transport information	Aged 75 or over Rent their property Retired Live in Bishop's Stortford Central ward Live in Ware Trinity ward	Have contacted East Herts Council in the last year but not the last 3 months Have contacted East Herts Council with a complaint
Local bus services	Aged 75 or over Rent their property Retired Have a disability Live in Hertford Sele ward Live in Ware Trinity ward	Have contacted East Herts Council in the last year but not the last 3 months Live in Buntingford ward Live in Datchworth & Aston ward Live in Mundens and Cottered ward Live in Walkern ward Live in Watton-at-Stone ward
Sport/leisure facilities	Live in Hertford Bengoe ward Live in Hertford Kingsmead ward Live in Thundridge & Standon ward Live in Ware St Mary's ward Live in Watton-at-Stone ward	Aged 65-74 Have contacted East Herts Council with a complaint Live in Bishop's Stortford South ward Live in Buntingford ward Live in Puckeridge ward Live in Walkern ward
Theatres/concert halls	Aged 75 or over Live in Hertford Bengoe ward Live in Hertford Castle ward Live in Hertford Kingsmead ward	Rent their property Live in Buntingford ward Live in Sawbridgeworth ward Live in Ware Chadwell ward Live in Ware Christchurch ward Live in Ware St Mary's ward
Parks and open spaces	Aged 55-59 Black Minority Ethnic (BME) Live in Bishop's Stortford Central ward Live in Hertford Bengoe ward Live in Hertford Kingsmead ward Live in Hertford Sele	Have contacted East Herts Council with a complaint Live in Ware Christchurch ward

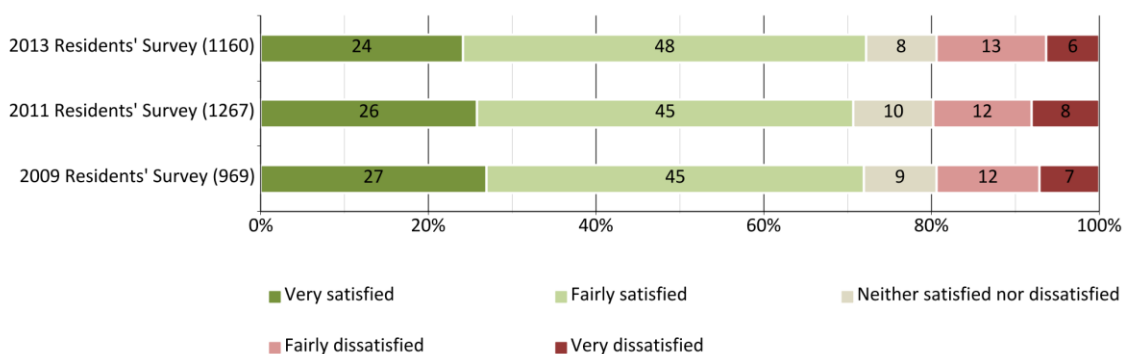
Summary of Key Points – East Herts Council and Council Services

- Less than half (45%) the residents agreed that East Herts Council is making the local area a better place to live.
- A third (33%) of residents agreed that East Herts Council is efficient and well run.
- Over half (54%) of residents agreed with the statement ‘the quality of East Herts Council is good overall’.
- 7 in 10 or more residents were satisfied with parks and open spaces (76%), doorstep recycling (75%) and local tips/household waste recycling centres (71%).
- Around a fifth or more of residents were dissatisfied with local bus services (28%), local transport information (23%), keeping public land clear of litter and refuse (22%) and theatres/concert halls (21%).

5. Waste and Recycling Collections

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.

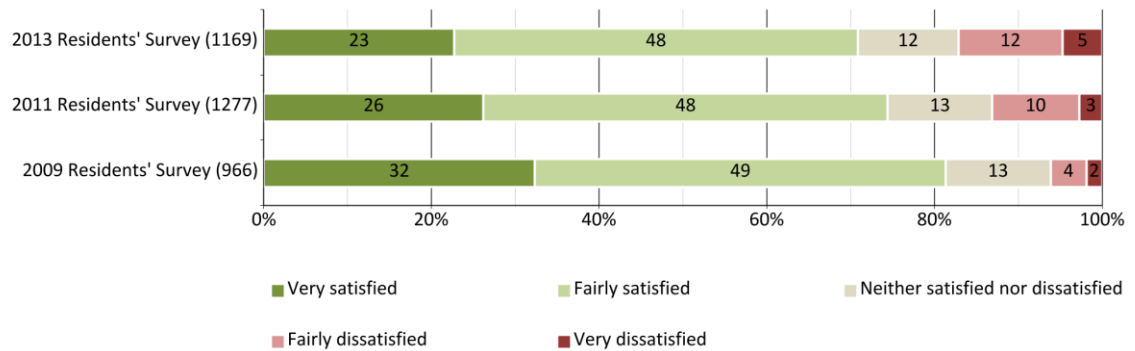
Figure 29: Indication of whether residents are satisfied or dissatisfied with the containers provided for items of recycling and composting



Base: All residents

^{5.1} Almost three quarters (72%) of residents indicated they were satisfied with the containers provided for items of recycling and composting, with only 19% stating they were dissatisfied. This is comparable to the 2011 residents’ survey, with a one percentage point increase in satisfaction.

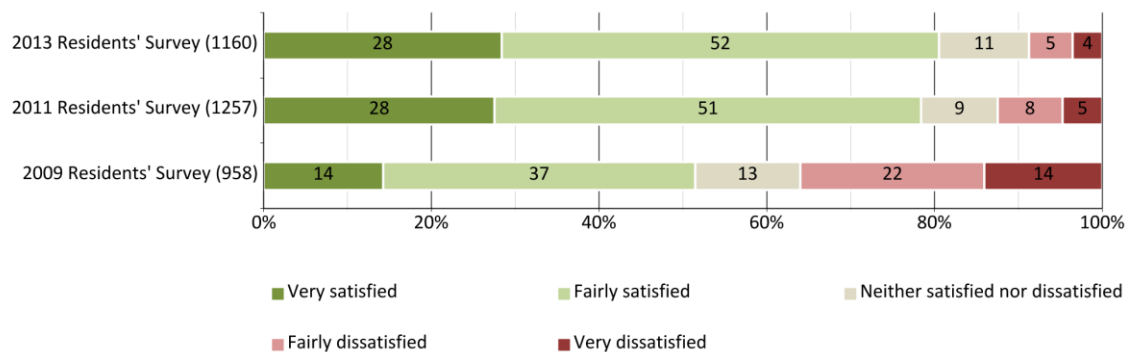
Figure 30: Indication of whether residents are satisfied or dissatisfied with how clean and tidy their street is following the collection of items for recycling and composting



Base: All residents

- 5.2 Over 7 in 10 (71%) residents reported being satisfied with how clean and tidy their street was following the collection of items for recycling and composting, with only 17% reporting dissatisfaction. The proportion of residents saying they were satisfied has decreased by three percentage points compared with the 2011 residents' survey and ten percentage points compared with the 2009 residents' survey.

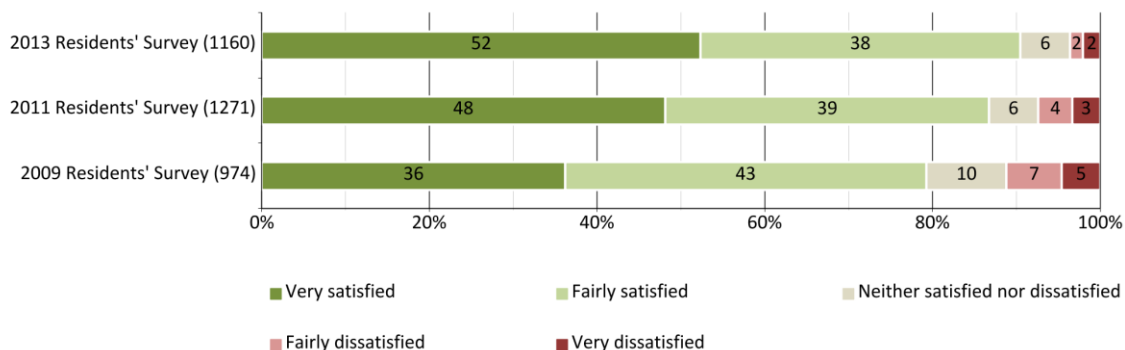
Figure 31: Indication of whether residents are satisfied or dissatisfied with the types of materials collected by the recycling and composting collection services



Base: All residents

- 5.3 Over four fifths (81%) of residents indicated that they were satisfied with the types of materials collected by the recycling and composting collection services, with only 9% saying they were dissatisfied. Compared to the previous surveys, satisfaction has increased by three percentage points since 2011 and thirty percentage points since 2009.

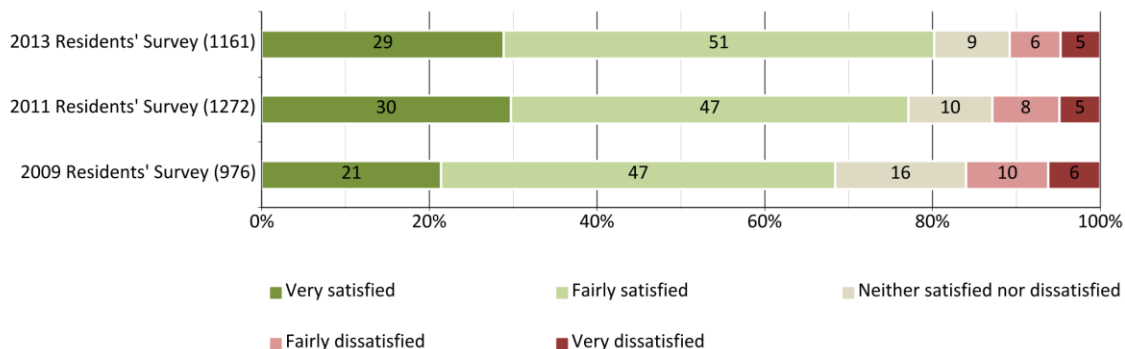
Figure 32: Indication of whether residents are satisfied or dissatisfied with the information provided about the service (e.g. collection calendars, details of when they collect)



Base: All residents

5.4 9 in 10 (90%) residents stated they were satisfied with the information provided about the service, whilst only 4% said they were dissatisfied. The proportion of residents saying they were satisfied has increased year on year since 2009 with 3 and eleven percentage point increases since 2011 and 2009 respectively.

Figure 33: Indication of whether residents are satisfied or dissatisfied with the service for the collection of items for recycling and composting overall



Base: All residents

5.5 Four fifths (80%) of residents said they were satisfied with the service for the collection of items for recycling and composting overall, with just over 1 in 10 (11%) saying they were dissatisfied. The proportion of residents saying they were satisfied has increased year on year since 2009 with three and twelve percentage point increases since 2011 and 2009 respectively.

Table 11: Indication of whether residents are satisfied or dissatisfied with the following elements of the service East Herts Council provides in terms of waste for recycling and composting. Comparison with 2011 survey.

Service	% very or fairly satisfied 13	% very or fairly satisfied 11	% change since 2011
The containers provided for items of recycling and composting	72%	71%	↑1
How clean and tidy the street is following the collection of items for the recycling and composting	71 %	74%	↓3
The types of materials collected by the recycling and composting collection service	81%	78%	↑3
The information we provided about the service (e.g. collection calendars, details of what we collect)	90%	87%	↑3
The service for the collection of items for recycling and composting overall	80%	77%	↑3

^{5.6} Residents' satisfaction with 4 of the 5 services listed has increased since 2011. The only service which residents reported less satisfaction with when compared to 2011 is 'how clean and tidy the street is following the collection of items for the recycling and composting'. The proportion of people satisfied with this service has decreased by two percentage points over the last 2 years.

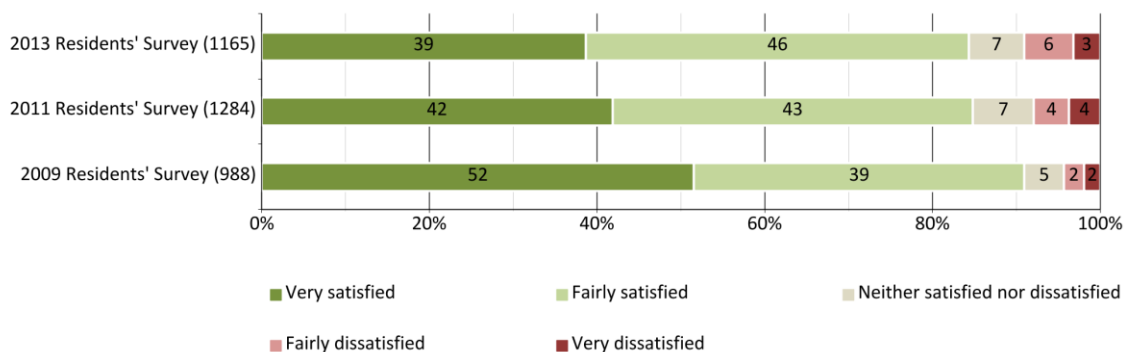
5.7 Table 12 below shows the sub-groups of residents who are significantly more or less likely than average to be satisfied with the elements of the waste and recycling service.

Table 12: 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.

Satisfaction with various elements of the waste and recycling collection service	Residents significantly more likely than average to say they are satisfied	Residents significantly less likely than average to say they are satisfied
The containers provided for items of recycling and composting	Aged 65 or over Retired Have a disability Haven't contacted East Herts Council with a complaint Live in Little Hadham ward Live in Thundridge & Standon ward Live in Ware Trinity ward Live in Watton-at-Stone ward	Have contacted East Herts Council with a complaint Live in Ware Christchurch ward Live in Ware St Mary's ward
How clean and tidy the street is following the collection of items for recycling and composting	Aged 75 or over Have never been in contact with East Herts Council Live in Bishop's Stortford Meads ward Live in Mundens & Cottered ward Live in Sawbridgeworth ward Live in Walkern ward Live in Ware Trinity ward	Have contacted East Herts Council with a complaint Live in Bishop's Stortford South ward Live in Hertford Castle ward
The types of materials collected by the recycling and composting collection service	Aged 75 or over Retired Haven't contacted East Herts Council with a complaint Live in Hertford Sele ward Live in Ware Trinity ward	Have contacted East Herts Council with a complaint Live in Ware Christchurch ward
The information we provided about the service (e.g. collection calendars, details of what we collect)	Aged 75 or over Retired Haven't contacted East Herts Council with a complaint Live in Datchworth & Aston ward Live in Little Hadham ward Live in Thundridge & Standon ward Live in Walkern ward	Household without children Rent their property Have never been in contact with East Herts Council Live in Ware Chadwell ward
The service for the collection of items for recycling and composting overall	Aged 65 or over Retired Live in Little Hadham ward Live in Ware Trinity ward	Aged 45-54 Live in Ware Christchurch ward

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.

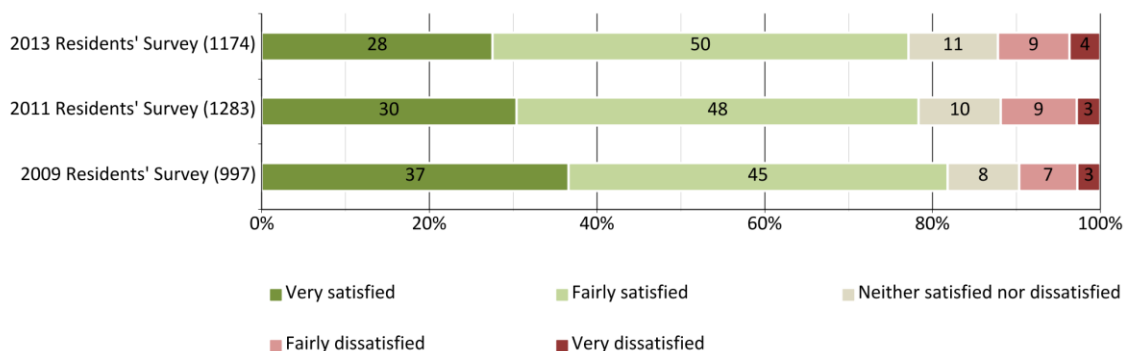
Figure 34: Indication of whether residents are satisfied or dissatisfied with the bin provided for their general household refuse



Base: All residents

5.8 More than 8 in 10 (84%) residents said they were satisfied with the bin provided for their general household refuse, with only 9% indicating they were dissatisfied. Looking back at the 2011 residents' survey, the amount of people who said they were satisfied has decreased by one percentage point (85% in 2011).

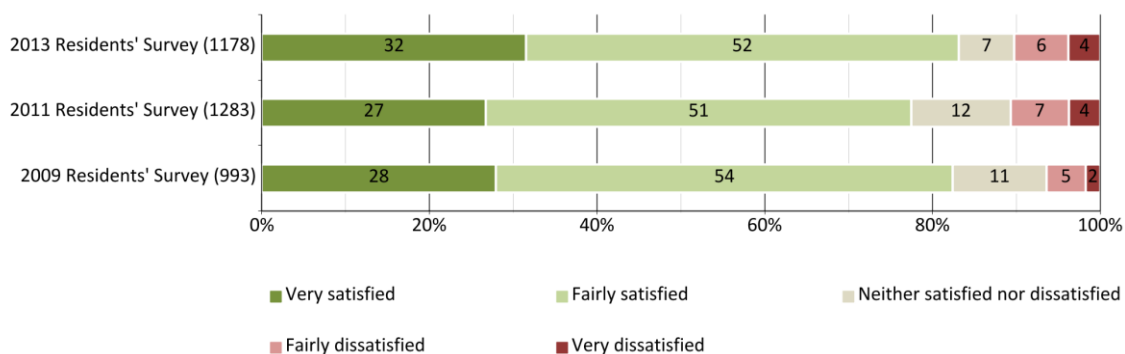
Figure 35: Indication of whether residents are satisfied or dissatisfied with how clean and tidy their street is following the refuse collection



Base: All residents

5.9 Almost four fifths (77%) of residents indicated they were satisfied with how clean and tidy their street was following the refuse collection, with just over 1 in 10 (12%) stating they were dissatisfied. Compared to the 2011 residents' survey, the amount of people who said they were satisfied has decreased by one percentage point (78% in 2011).

Figure 36: Indication of whether residents are satisfied or dissatisfied with the waste collection service overall



Base: All residents

5.10 Over four fifths (83%) of residents said they were satisfied with the waste collection service overall, with only 1 in 10 (10%) saying they were dissatisfied. The proportion of residents saying they were satisfied has increased by six percentage points compared with the 2011 residents’ survey (77% in 2011).

Table 13: Indication of whether residents are satisfied or dissatisfied with each of the following services East Herts Council provides in terms of general household waste. Comparison for 2011 survey.

Service	% very or fairly satisfied 13	% very or fairly satisfied 11	% change since 2011
The bin provided for your general household refuse	84%	85%	↓1
How clean and tidy the street is following the refuse collection	77%	78%	↓1
The waste collection service overall	83%	77%	↑6

5.11 Residents’ satisfaction with 2 of the 3 services listed has decreased since 2011. The only service which residents reported more satisfaction with when compared to 2011 is ‘the waste collection service overall’. The proportion of people satisfied with this service has increased significantly by six percentage points since 2011.

5.12 Table 9 below shows the sub-groups of residents who are significantly more or less likely than average to be satisfied with each element of the waste collection service.

Table 14: 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. Demographic sub-group analysis.

Satisfaction with various elements of the general household waste collection service	Residents significantly more likely than average to say they are satisfied	Residents significantly less likely than average to say they are satisfied
The bin provided for your general household refuse	Aged 65 or over Retired Haven't contacted East Herts Council with a complaint Live in Bishop's Stortford Silverleys ward Live in Datchworth & Aston ward Live in Hertford Sele ward Live in Mundens and Cottered ward Live in Ware Trinity ward Live in Watton-at-Stone ward	No religion Have contacted East Herts Council with a complaint Live in Bishop's Stortford All Saints ward
How clean and tidy the street is following the refuse collection	Aged 75 or over Have never been in contact with East Herts Council Live in Bishop's Stortford Meads ward Live in Datchworth & Aston ward Live in Mundens and Cottered ward Live in Walkern ward Live in Ware Trinity ward	Have contacted East Herts Council with a complaint Live in Hertford Castle ward
The waste collection service overall	Aged 65 or over Retired Have a disability Haven't contacted East Herts Council with a complaint Live in Little Hadham ward Live in Stanstead Abbots ward Live in Walkern ward Live in Ware St Mary's ward Live in Ware Trinity ward Live in Watton-at-Stone ward	Aged 35-54 Live in Bishop's Stortford South ward

Summary of Key Points – Waste and Recycling Collections

- Residents indicated high levels of satisfaction with the service East Herts Council provides in terms of waste and recycling collections. 7 in 10 or more residents were satisfied with:
 - The containers provided for items of recycling and composting
 - How clean and tidy the street is following the collection of items for recycling and composting
 - The types of materials collected by the recycling and composting collection service
 - The information provided about the service
 - The service for the collection of items for recycling and composting overall
- The proportion of residents saying they were satisfied with the information provided about the service and the service for the collection of items for recycling and composting overall have both increased year on year since 2009. In terms of residents' satisfaction with the information provided about the service, there has been a three and eleven percentage point increase since 2011 and 2009 respectively, whilst residents' satisfaction with the service for the collection of items for recycling and composting overall has increased by 3% since 2011 and a 12% since 2009.
- Residents also indicated high levels of satisfaction with the service East Herts Council provides in terms of the collection of general household waste. Around 8 in 10 residents were satisfied with:
 - The bin provided for their general household refuse
 - How clean and tidy the street is following the refuse collection
 - The waste collection service overall

6. Community Safety

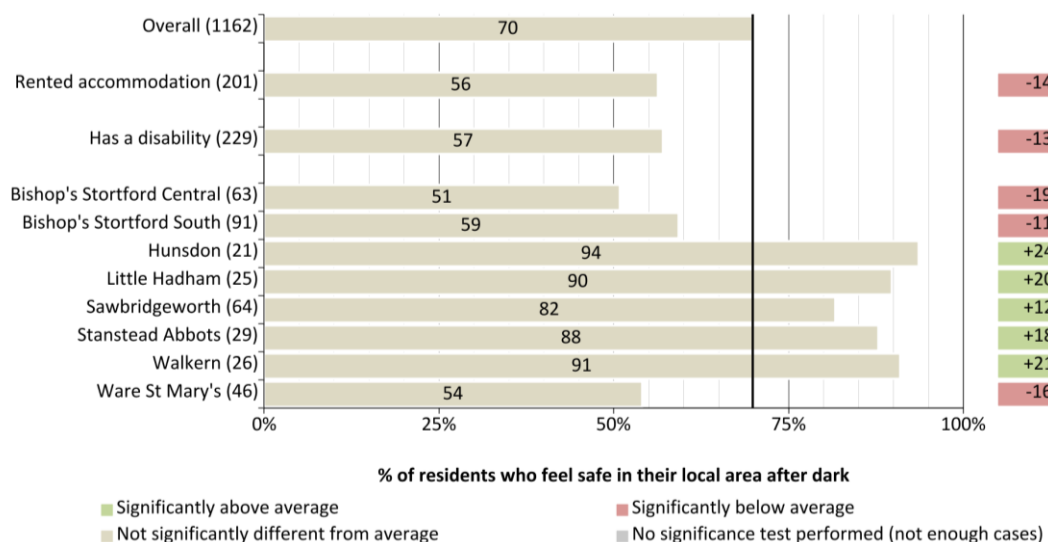
Figure 37: Responses to how safe or unsafe residents feel when outside in their local area after dark



Base: All residents (number in brackets)

6.1 When asked about their feelings of safety outside in their local area, around 7 in 10 (70%) residents said that they feel safe after dark – the same proportion as 2011 (70%) and two percentage points more than those surveyed in 2009 (68%). However, nearly a fifth of residents (17%) admitted that they feel unsafe outside in their local area after dark – a similar proportion to the 2011 (17%) and 2009 (19%) results.

Figure 38: Responses to how safe or unsafe residents feel when outside in their local area after dark – demographic sub group analysis

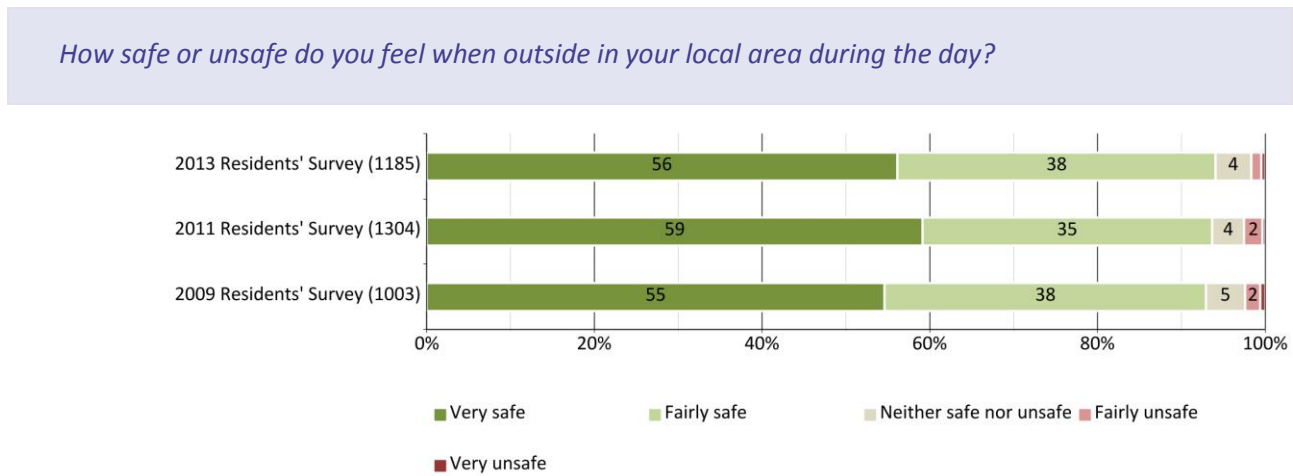


Base: All residents (number in brackets)

6.2 Residents who live in the following wards are significantly more likely to feel safe in their local area after dark: Hunsdon; Little Hadham; Sawbridgeworth; Stanstead Abbots; and Walkern. However, residents from the following wards are significantly less likely to feel safe: Bishop’s Stortford Central;

Bishop’s Stortford South and Ware St Mary’s, along with residents in rented accommodation and those who have a disability.

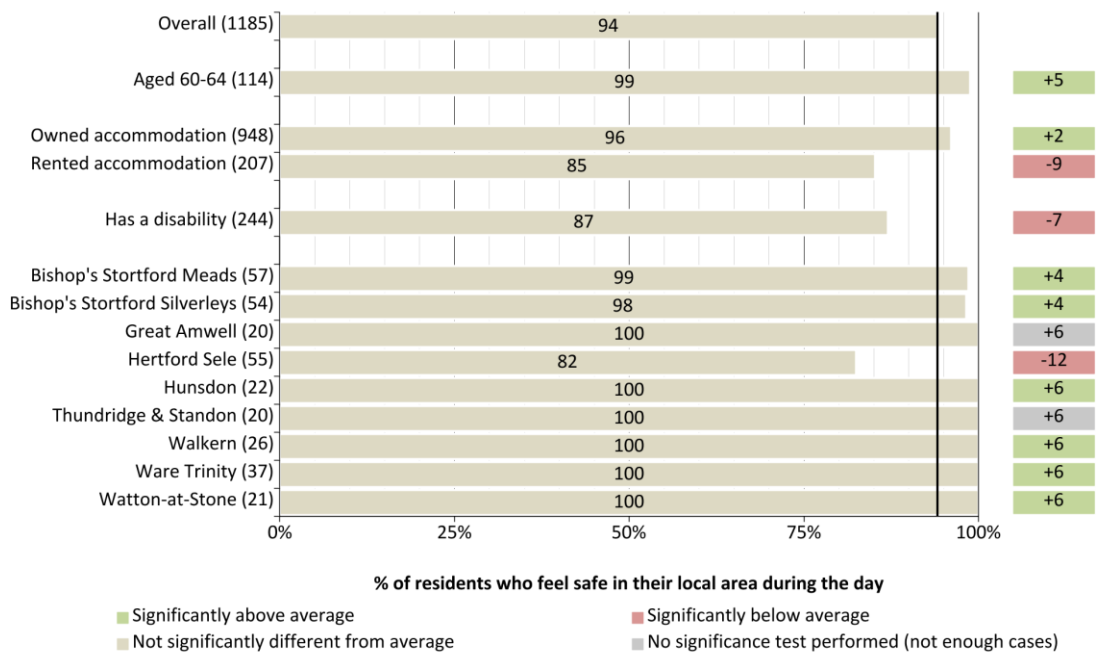
Figure 39: Responses to how safe or unsafe residents feel with outside in their local area during the day



Base: All residents

6.3 The vast majority (94%) of residents said that they feel safe in their local area during the day, with almost three fifths of residents (56%) saying that they feel very safe. Only 2% said that they feel unsafe. There has been little change when comparing the results from 2011 and 2009.

Figure 40: Responses to how safe or unsafe residents feel when outside in their local area during the day– demographic sub group analysis

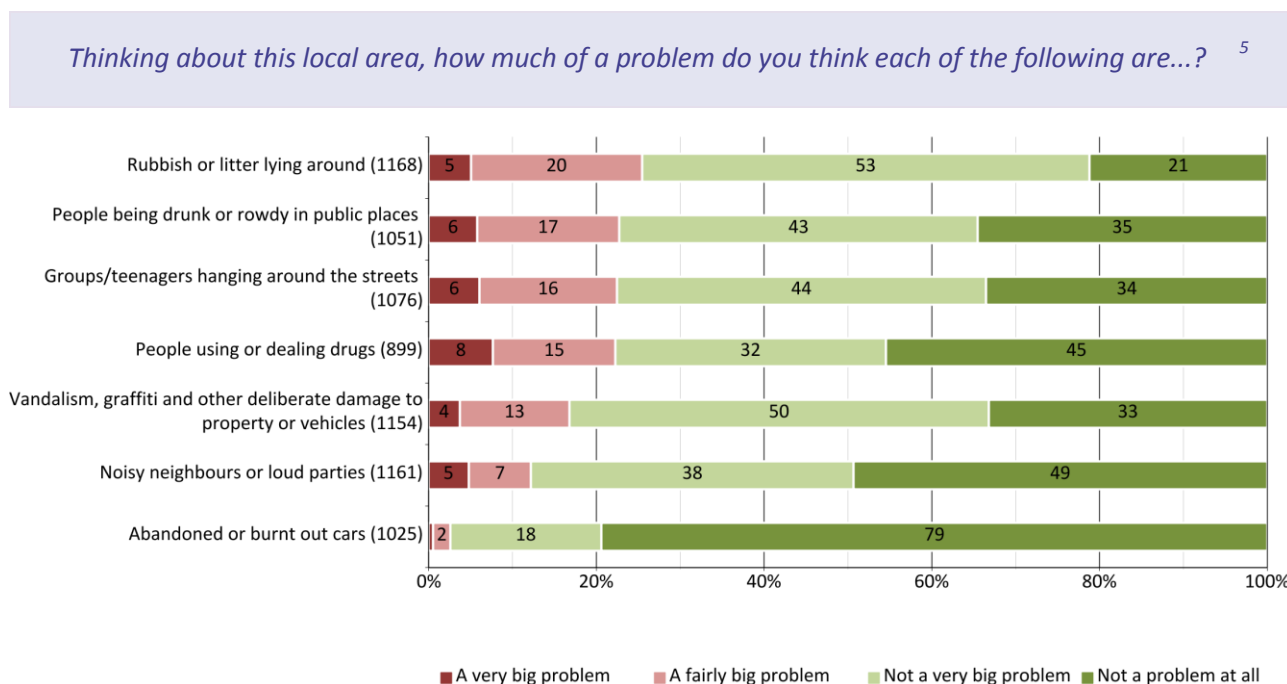


Base: All residents (number in brackets)

6.4 The following groups of residents are significantly more likely to feel safe in their local area during the day: those aged between 60 and 64; own their accommodation; and residents who live in the following wards: Bishop’s Stortford Meads; Bishop’s Stortford Silverlays; Hunsdon; Walkern; Ware Trinity; and

Watton-at-Stone. On the other hand, residents living in rented accommodation, those who have a disability and those who live in Hertford Sele ward are significantly less likely to feel safe.

Figure 41: Responses to how much of a problem each of the following were for residents in their local area



Base: All residents (number in brackets)

6.5 More than a fifth of residents reported that rubbish or litter lying around (25%), people drunk or rowdy in public places (23%), groups/teenagers hanging around streets (22%) and people using or dealing drugs (22%) are either a very or fairly big problem in their local area. However, more than four fifths reported abandoned or burnt out cars (97%), noisy neighbours or loud parties (88%) and vandalism, graffiti and other deliberate damage to property or vehicles (83%) are not a very big problem or not a problem at all.

Table 15: Responses to how much of a problem each of the following were for residents in their local area. Comparison with 2011 survey

Crime Type	% very or fairly big problem 13	% very or fairly big problem 11	% change since 2011
Rubbish or litter lying around	25%	28%	↓3
People being drunk or rowdy in public places	23%	27%	↓4
Groups/teenagers hanging around the streets	22%	30%	↓8
People using or dealing drugs	22%	19%	↑3
Vandalism, graffiti and other deliberate damage to property or vehicles	17%	23%	↓6
Noisy neighbours or loud parties	12%	10%	↑2
Abandoned or burnt out cars	3%	3%	-

⁵ ‘Don’t know/no opinion’ was previously ‘Don’t know’.

Also – the order of the options has changed to reflect LGA guidance. ‘Teenagers hanging around the streets’ is now ‘Groups hanging around the streets’.

- 6.6 Residents feel that 4 out of the 7 neighbourhood issues listed above are less of a problem compared with 2011. In particular, the proportion who reported that groups/teenagers hanging around the streets and vandalism, graffiti & other deliberate damage to property or vehicles are a very or fairly big problem have decreased significantly by eight and six percentage points in the last 2 years, respectively.
- 6.7 Table 11 below shows the sub-groups of residents who are significantly more or less likely than average to feel the neighbourhood issues are a problem in their local area.
- 6.8 Residents from Bishop’s Stortford Central are significantly more likely to report that the following neighbourhood issues are a very or fairly big problem in their area: noisy neighbours or loud parties; vandalism, graffiti and other deliberate damage to property or vehicles; people using or dealing drugs; people being drunk or rowdy in public places; and groups hanging around the streets. It is also worth noting that disabled residents are significantly more likely to feel that groups hanging around the streets, people using or dealing drugs and vandalism are a very or fairly big problem with their local area.

Table 16: Responses to how much of a problem each of the following were for residents in their local area. Demographic sub-group analysis.

Neighbourhood Issue	Residents significantly more likely than average to feel issue is a problem	Residents significantly less likely than average to feel issue is a problem
Rubbish or litter lying around	Live in Ware Christchurch ward	Household with children Live in Bishop’s Stortford All Saints ward Live in Hertford Bengoe ward Live in Mundens and Cottered ward Live in Puckeridge ward Live in Sawbridgeworth ward
People being drunk or rowdy in public places	Aged between 60 and 64 Live in rented accommodation BME groups Live in Bishop’s Stortford Central ward	Aged 75 or over Retired Live in Little Hadham ward Live in Puckeridge ward Live in Walkern ward
Groups hanging around the streets	Aged 55 to 59 Disabled Live in Bishop’s Stortford Central ward	Non-Christian Live in Hertford Bengoe ward Live in Hunsdon ward Live in Little Hadham ward Live in Puckeridge ward
People using or dealing drugs	Live in rented accommodation Disabled BME groups Live in Bishop’s Stortford Central ward Live in Hertford Sele ward	-
Vandalism, graffiti and other deliberate damage to property or vehicles	Household without children Disabled Live in Bishop’s Stortford Central ward Live in Ware Trinity ward	Household with children Aged 35 to 44 Live in Datchworth and Aston ward Live in Hertford Bengoe ward Live in Mundens and Cottered ward Live in Puckeridge ward Live in Walkern ward
Noisy neighbours or loud parties	Live in rented accommodation BME groups Live in Bishop’s Stortford Central ward Live in Ware Christchurch ward	Aged 75 or over Retired Live in Datchworth and Aston ward Live in Walkern ward Live in Thundridge & Standon ward
Abandoned or burnt out cars	-	Non-Christian Live in Hertford Sele ward Live in Puckeridge ward Live in Sawbridgeworth ward

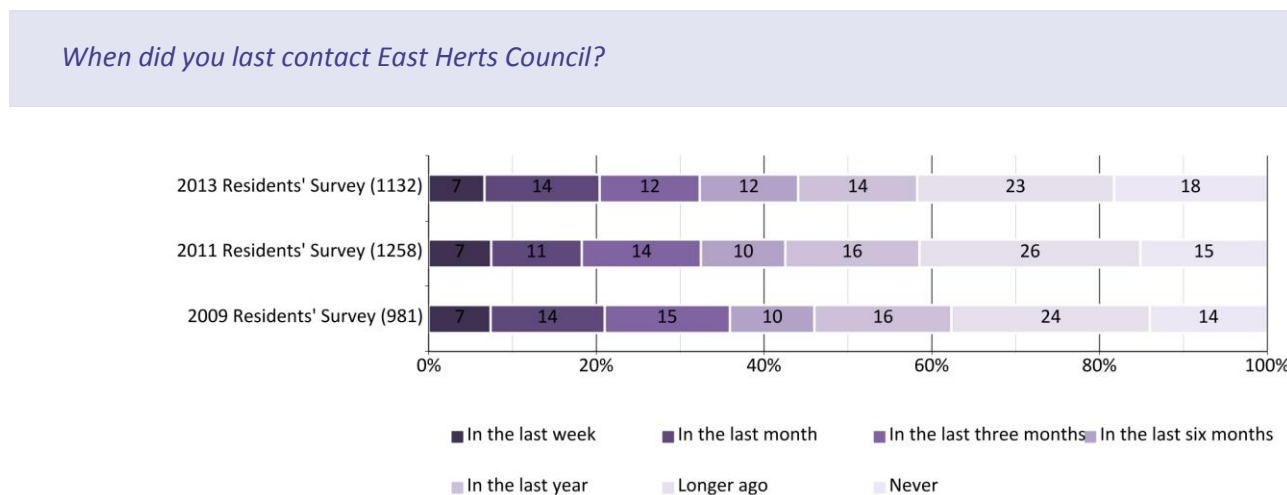
Live in Stanstead Abbots ward
Live in Walkern ward
Live in Ware Christchurch ward

Summary of Key Points – Community Safety

- 7 in 10 (70%) of residents reported that they feel safe in their local area after dark, while around a fifth (17%) said that they feel unsafe.
- More than 9 in 10 (94%) of residents reported that they feel safe in their local area during the day, while only 2% said that they feel unsafe.
- There has been little change in the proportion of residents who feel safe in their local area both after dark and during the day since 2011.
- More than 7 in 10 residents do not feel that any of the neighbourhood issues listed in Figure 41 are a problem in their local area.
- The main neighbourhood issues reported by residents as being a fairly or very big problem in their local area are: rubbish or litter lying around (25%), people drunk or rowdy in public places (23%), groups/teenagers hanging around streets (22%) and people using or dealing drugs (22%).

7. Contact with East Herts Council

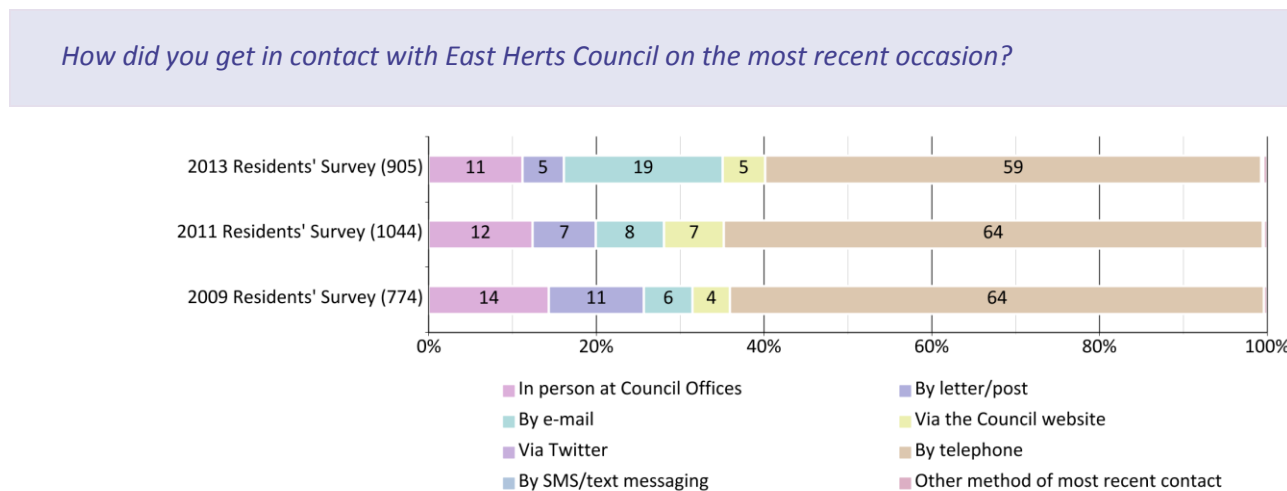
Figure 42: Responses to when residents last contacted East Herts Council



Base: All residents (number in brackets)

7.1 Around a third of residents (32%) have contacted the Council within the last three months. This increases to 58% for residents who have been in contact within the last 12 months. More than a fifth (23%) were in contact with the Council over a year ago, while 18% have never contacted the Council. There has been little change compared to previous years, however it is worth noting that the proportion of residents who have never contacted the council has increased by three percentage points since 2011.

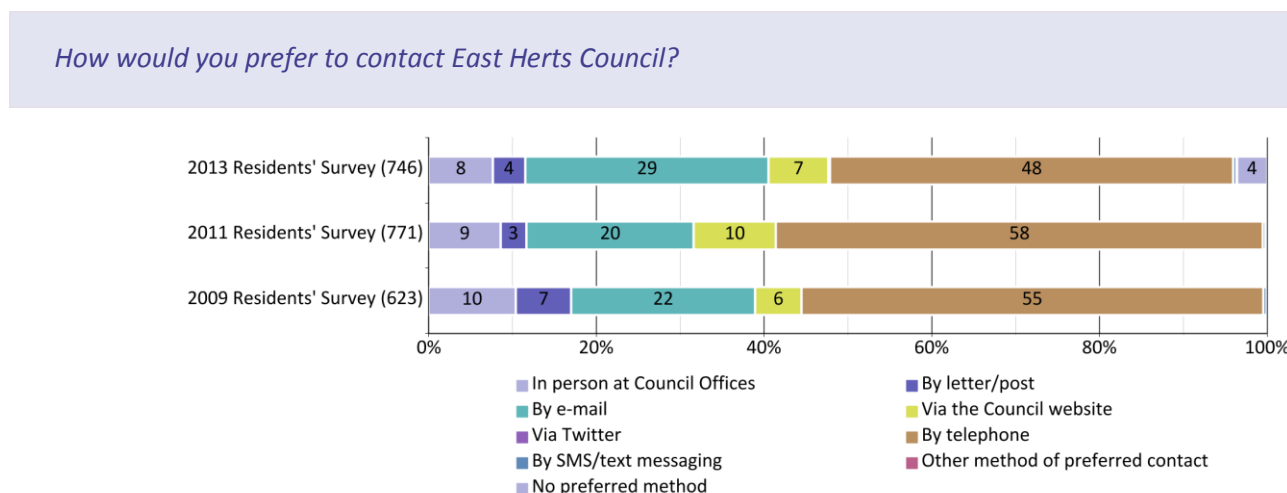
Figure 43: Responses to how residents got in contact with East Herts Council on the most recent occasion



Base: All Residents who have contacted East Herts Council (number in brackets)

^{7.2} As in previous years⁶, the most popular method that residents used most recently to contact the Council is by telephone (59%) – however this proportion has decreased significantly by five percentage points since 2011. This was followed by around a fifth (19%) who said that they used email to contact the Council most recently – a significant increase of eleven percentage points since 2011. It is also worth noting that the proportion who made contact via letter and in person has decreased (slightly) year on year since 2009.

Figure 44: Responses to how residents prefer to contact East Herts Council



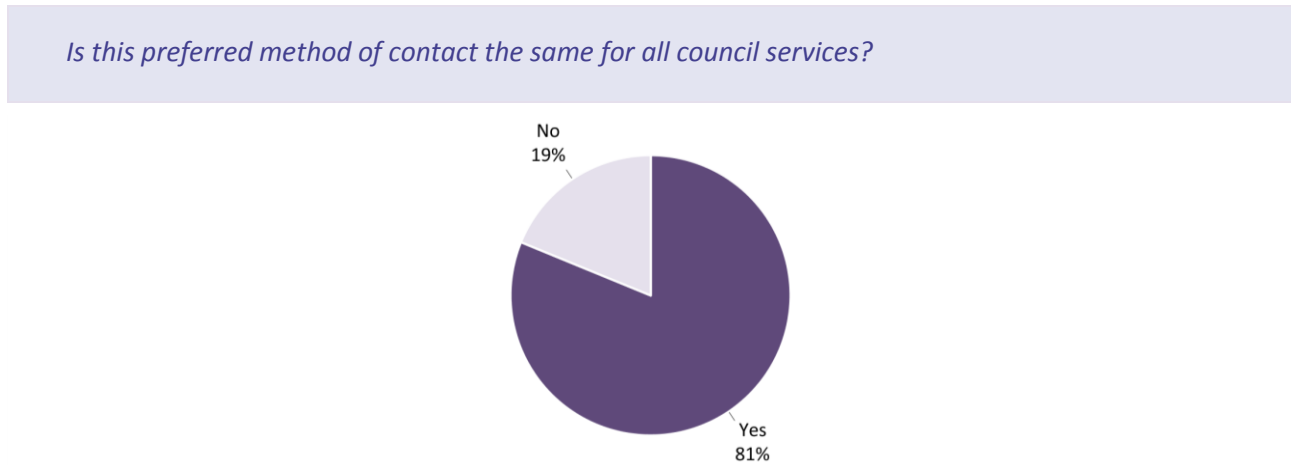
Base: All residents who have contacted East Herts Council (number in brackets)

^{7.3} Contacting the Council by telephone is also the preferred method of contact for residents, with almost half (48%), followed by email (29%). Smaller proportions of residents said that they would prefer to make contact in person at the Council offices (8%) and via the Council website (7%). The proportion of

⁶ Please note that 'Twitter' was not an option in 2011 and 2009

residents who would prefer to contact the Council via email has increased significantly by nine percentage points since 2011 (29% in 2013; 20% in 2011).⁷

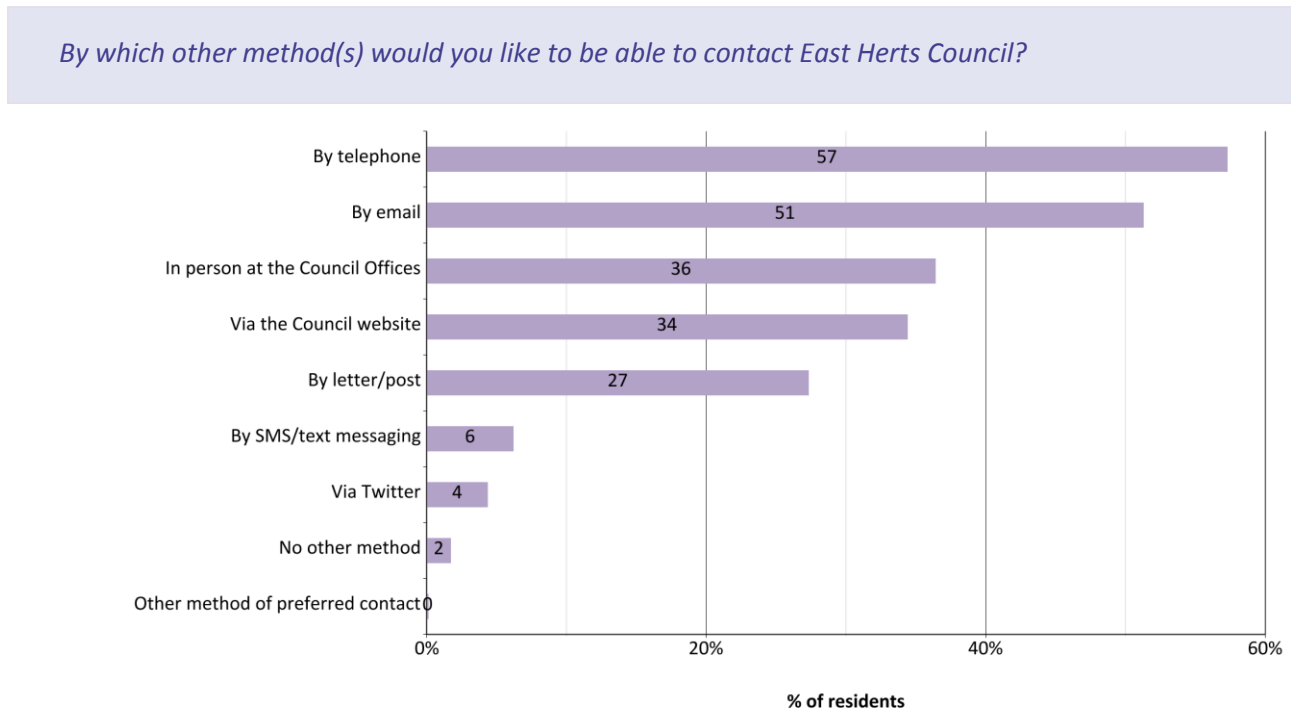
Figure 45: Responses to whether residents preferred method of contact is the same for all council services



Base: All residents who stated a preferred method to contact East Herts Council (711)

^{7.4} Around four fifths (81%) of residents who provided a preferred method of contact said that this would be the way in which they would like to make contact for all Council services.

Figure 46: Responses to which other method(s) residents would like to be able to contact East Herts Council



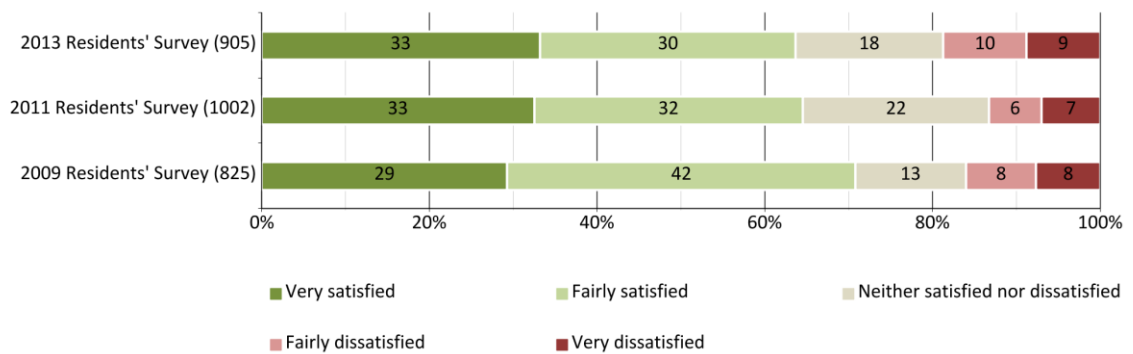
Base: All Residents whose preferred method of contact is NOT the same for all council services (167)

⁷ Please note that 'Twitter' was not an option in 2011 and 2009

7.5 Residents whose preferred method of contacting the Council is not the same for all council services were asked which other methods they would also like to use. More than half reported that in addition to the preferred contact they stated in Figure 44, they would also like to make contact via telephone (57%) and/or by email (51%). This was followed by more than a third who would also like to be able to contact East Herts Council in person at Council Offices (36%) and/or via the Council website (34%).

Figure 47: Responses to how satisfied or dissatisfied residents were with their contact with the Council on the most recent time they got in touch with them

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?

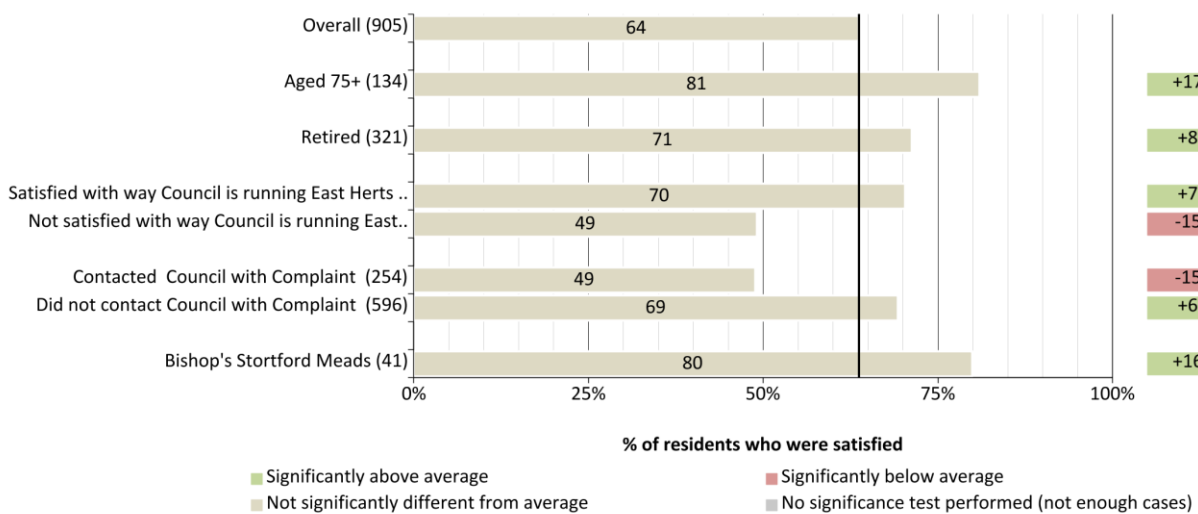


Base: All residents who have contacted East Herts Council (number in brackets)

7.6 Nearly two thirds (64%) of residents were satisfied with their most recent contact with the Council, including a third (33%) who were very satisfied. However, around a fifth (19%) said that they were dissatisfied.

7.7 Since 2011, the proportion of residents who were dissatisfied with their most recent contact has increased significantly by six percentage points (19% in 2013; 13% in 2011).

Figure 48: Responses to how satisfied or dissatisfied residents were with their contact with the Council on the most recent time they got in touch with them – demographic sub group analysis



Base: All residents who have contacted East Herts Council (number in brackets)

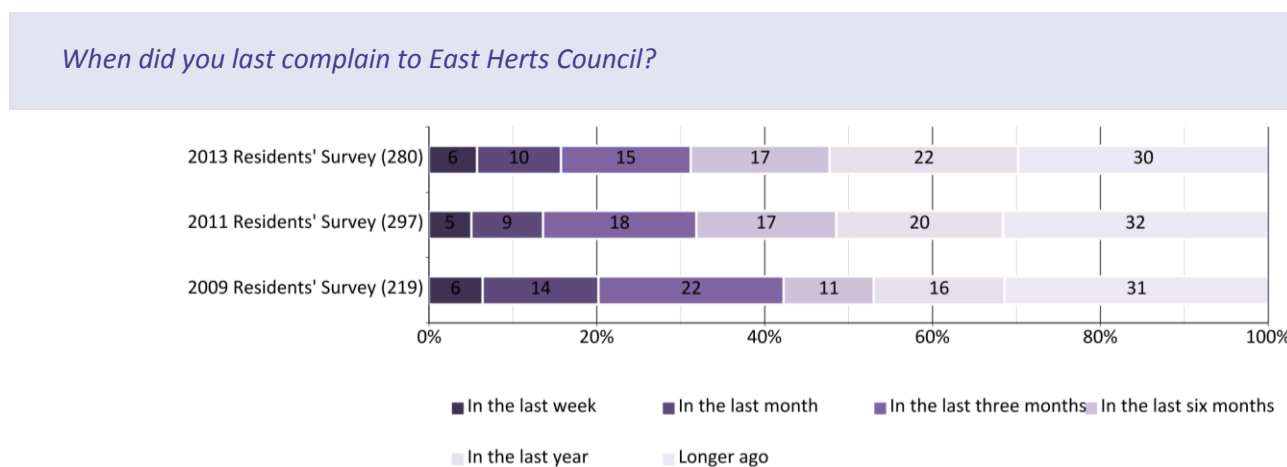
Figure 51: Responses to whether residents have contacted East Herts Council with a complaint



Base: All residents who have contacted East Herts Council (number in brackets)

7.12 Around 3 in 10 (29%) of residents have contacted East Herts Council with a complaint – the same proportion as those surveyed in 2011 and four percentage points more than those surveyed in 2009. Residents aged between 65 and 74 and those who are not satisfied with the way the Council is running East Herts are significantly more likely to have made a complaint.

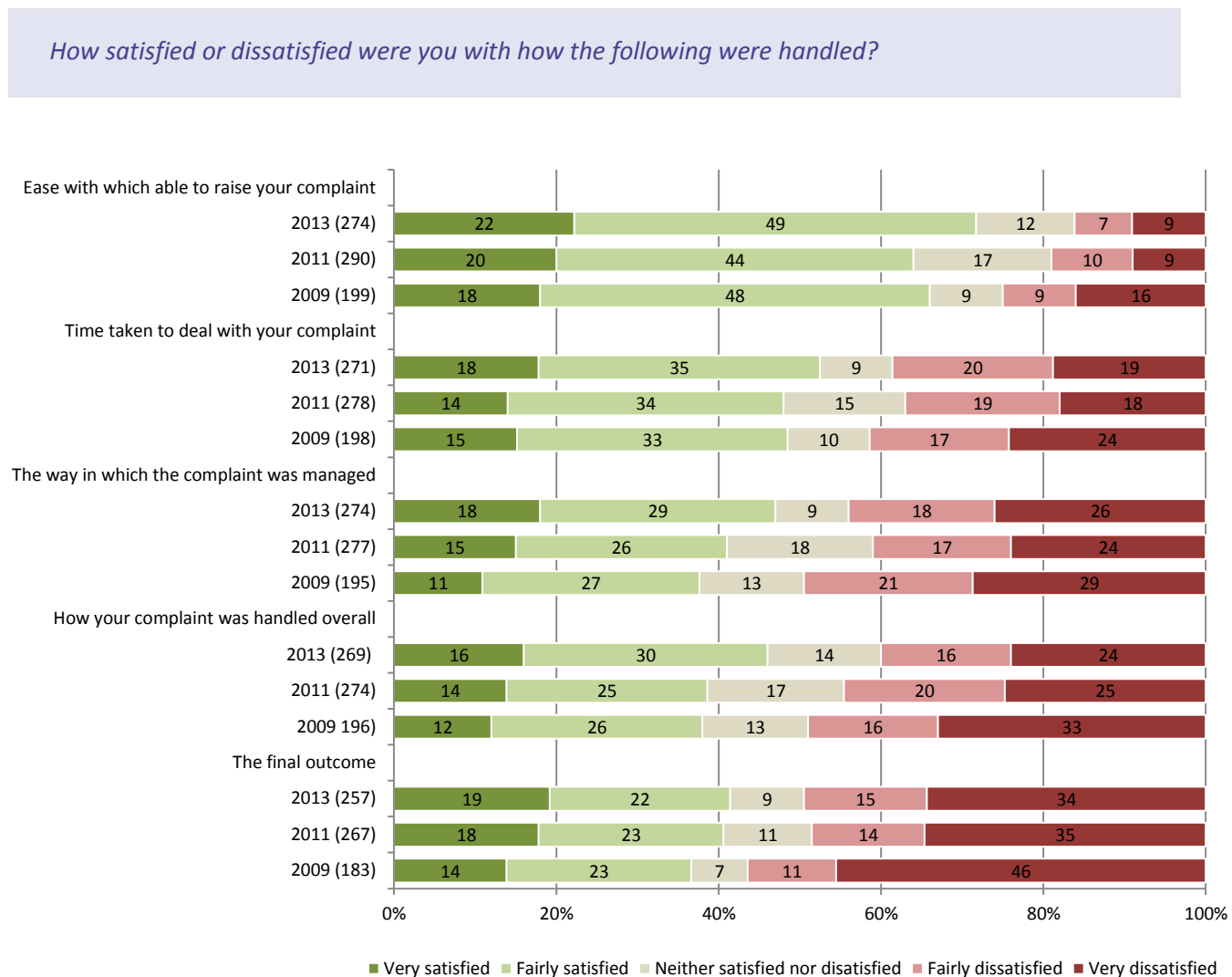
Figure 52: Responses to when residents last complained to East Herts Council



Base: All residents who have contacted East Herts Council with a complaint (number in brackets)

7.13 Almost a third (31%) of residents who have made a complaint did so within the last three months and almost half (48%) within the last six months. 3 in 10 (30%) had made a complaint to the Council over a year ago.

Figure 53: Responses to how satisfied or dissatisfied residents were with how the following were handled



Base: All residents who have contacted East Herts Council with a complaint (number in brackets)

- 7.14 Around two fifths or more of residents who have contacted East Herts Council to make a complaint are dissatisfied with 4 out of the 5 aspects of how it was handed (listed in the graph above). The final outcome of the complaint had the highest level of dissatisfaction, with almost half (49%) feeling this way, while the ease with which residents were able to raise the complaint showed the lowest, with less than a fifth (17%) feeling dissatisfied.
- 7.15 However, around 7 in 10 (71%) residents are satisfied with the ease which they were able to raise their complaint and more than half are satisfied with time taken to deal with it (52%).
- 7.16 Since 2011, satisfaction with the ease which residents were able to raise their complaint and how their complaint was handled overall have both increased significantly by seven and eight percentage points, respectively. However, dissatisfaction with the way in which the complaint was managed has increased by three percentage points.

7.17 Table 17 below shows the sub-groups of residents who are significantly more or less likely than average to feel satisfied with the 5 aspects of how their complaint was handled.

7.18 Residents aged 75 or over are significantly more likely to be satisfied with 3 out of 5 aspects of how their complaint was handled.

Table 17: Responses to how much of a problem each of the following were for residents in their local area. Demographic sub-group analysis.

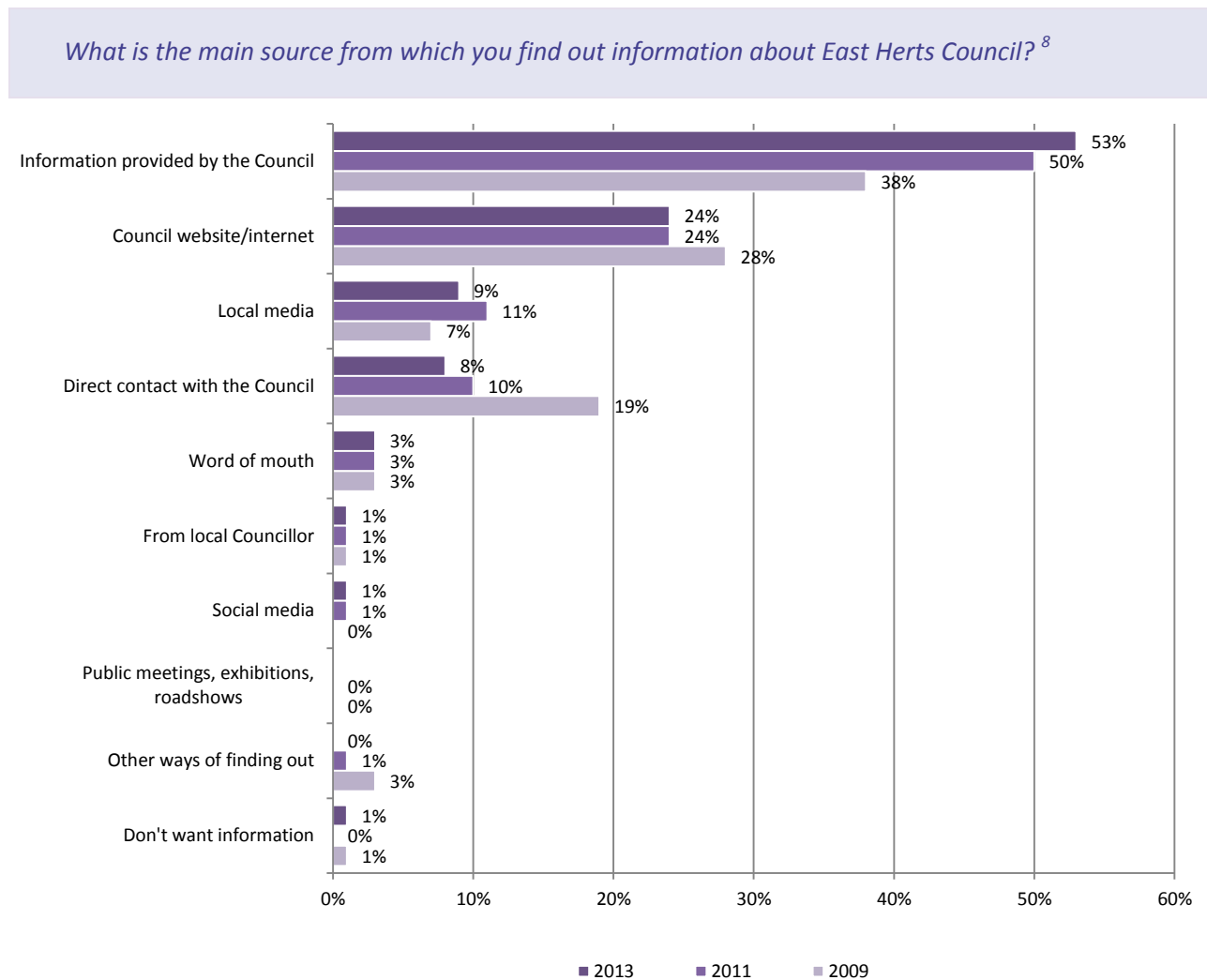
Aspects of how the complaint was handled	Residents significantly more likely than average to feel satisfied	Residents significantly less likely than average to feel satisfied
Ease with which you were able to raise your complaint	-	Live in Bishop's Stortford South ward
Time taken to deal with your complaint	Aged 75 or over	-
The way in which the complaint was managed	Aged 35 to 44 Aged 75 or over	Aged 65 to 74
How your complaint was handled overall	-	-
The final outcome	Aged 75 or over	-

Summary of Key Points – Contact with East Herts Council

- Around a third of residents (32%) have contacted the Council within the last 3 months
- Almost three fifths (58%) of residents have contacted the Council within the last 12 months
- The method that residents used most recently to contact the Council is by telephone (59%), followed by email (19%) and in person at Council offices (11%).
- The proportion of residents who used email to contact the Council on the most recent occasion has increased significantly since by eleven percentage points 2011 (19% v 8% in 2011).
- The highest proportion of residents would prefer to contact the Council by telephone (48%). This was followed by email. (29%), in person at Council offices (8%), via the Council website (7%) and by letter/post (4%).
- 19% of residents said their preferred method was NOT the same across all services ; of these, more than half would also like to contact the Council via telephone (57%) and/or by email (51%).
- More than three fifths (64%) of residents were satisfied with their most recent contact with the Council, however, around a fifth (19%) said that they were dissatisfied.
- Around 3 in 10 (29%) of residents have contacted East Herts Council with a complaint. Of these, almost a third (31%) did so within the last three months and almost half (48%) within the last six months.
- In terms of how their complaint was handled, the highest proportion of residents are dissatisfied with final outcome (49%). Around two fifths or more are also dissatisfied with: The way in which the complaint was managed; the time taken to deal with their complaint; and how their complaint was handled overall. However, around 7 in 10 (71%) residents are satisfied with the ease which they were able to raise their complaint.

8. Communications

Figure 54: Responses to main source residents find out information about the Council



Base: All residents (1013)

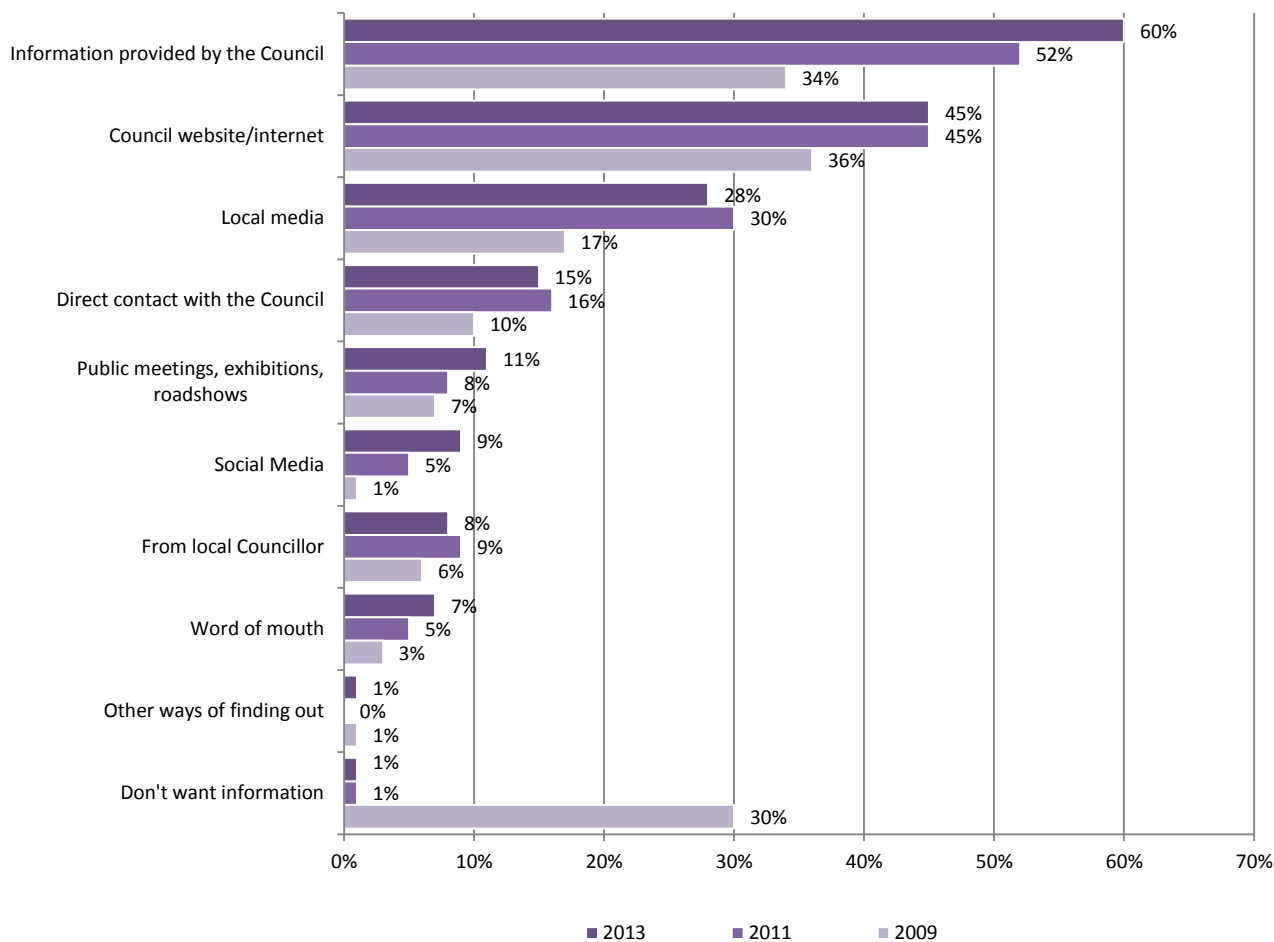
- 8.1 Residents were asked how they find out about East Herts Council at the moment. The majority of residents reported that they find out about East Herts Council from information provided by the Council (53%), followed by the Council website/internet (24%). Just under 1 in 10 find out information through local media (9%) and through direct contact with the Council (8%).
- 8.2 Although the results are fairly comparable to the 2011 results, there are differences between the 2013 and 2009 results; in the last 4 years the proportion of residents who find out about the Council through

⁸ Please note that 'Social media' was previously 'Social networking'

information provided the Council has increased significantly by fifteen percentage points, while those who use direct contact with the Council as their main source of information has decreased significantly by eleven percentage points since 2009.

Figure 55: Responses to how residents would like to find out about East Herts Council in the future

And how would you like to find out about East Herts Council in the future?⁹



Base: All residents (875)

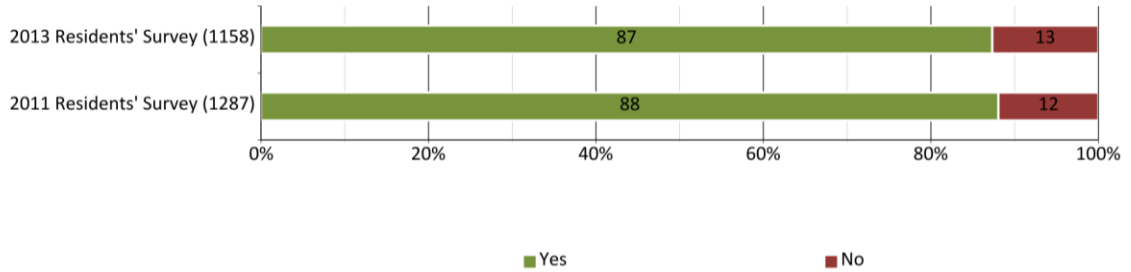
8.3 Residents were asked how they would like to find out about East Herts Council. The majority of residents reported that they would like to find out about the council from information provided by the Council (60%), followed by the Council website/internet (45%), and local media (28%). The majority of residents who would like to use other methods of finding out information said that they would like to receive a regular newsletter – either through post or email.

8.4 The results are fairly comparable to the 2011 and 2009 residents’ surveys. However, it is worth noting that the proportion of residents that would like to find out about the Council from information provided by the Council has increased significantly by eight percentage points since 2011 and twenty-six percentage points since 2009.

⁹ Please note that ‘Social media’ was previously ‘Social networking’

Figure 56: Responses to whether residents have seen a copy of Link magazine, the council’s publication, in the last 12 months

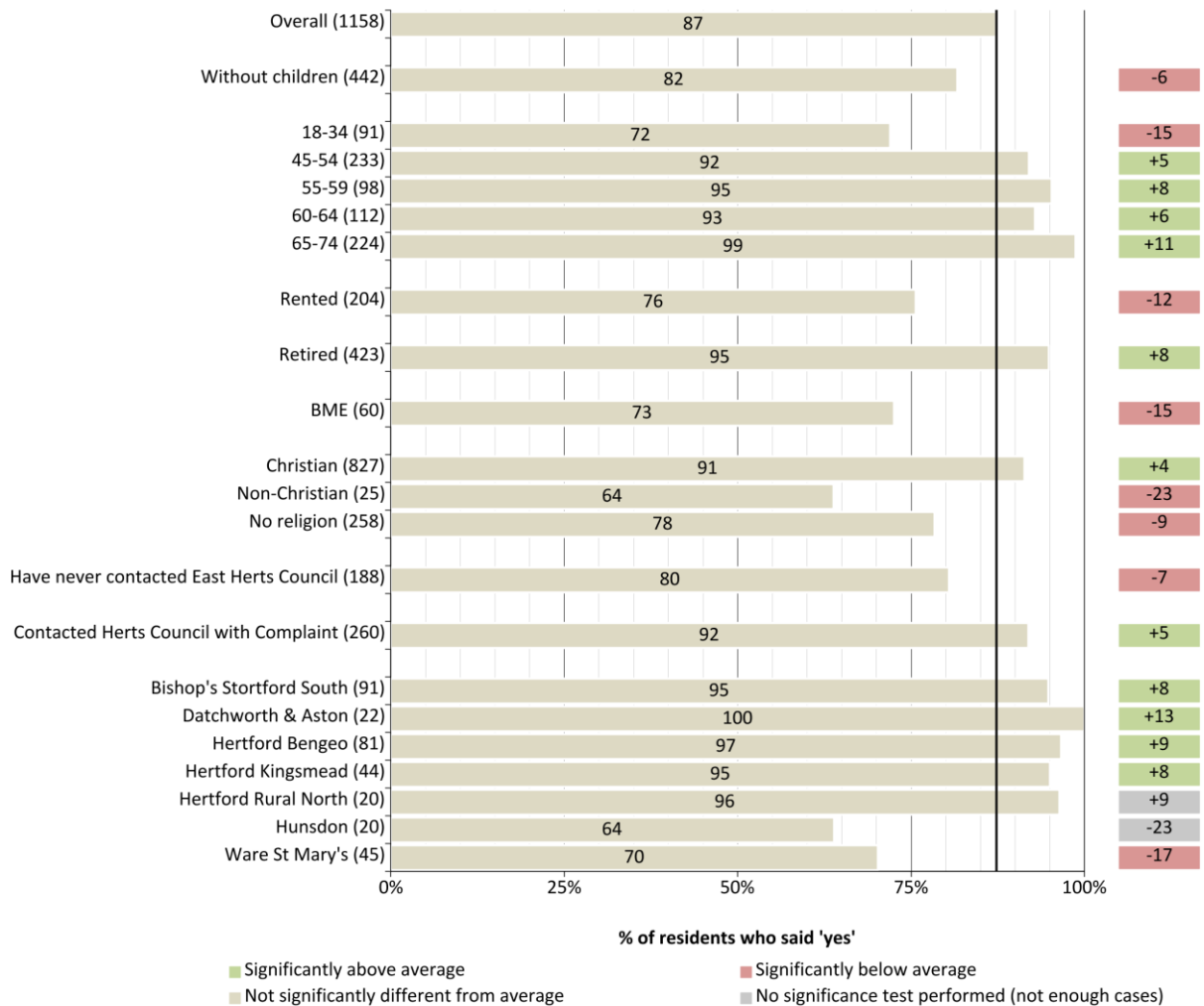
Link magazine is the council’s publication, currently delivered four times a year to each household. Have you seen a copy in the last 12 months?



Base: All residents (number in brackets)

8.5 Just under 9 in 10 (87%) of residents have seen a copy of Link magazine in the last 12 months – a similar proportion to 2011.

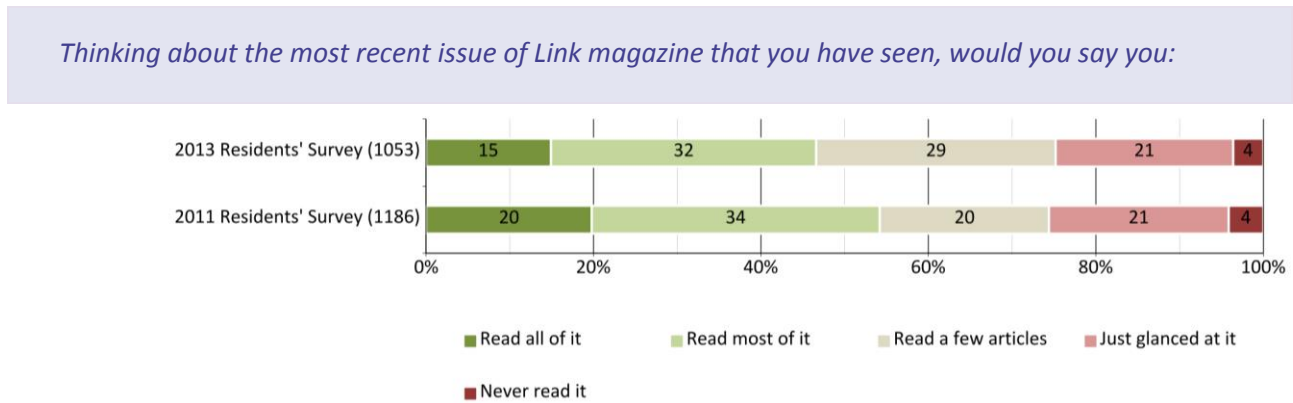
Figure 57: Responses to whether residents have seen a copy of Link magazine, the council’s publication, in the last 12 months – demographic sub group analysis



Base: All residents (number in brackets)

- 8.6 The following groups of residents are significantly more likely to have seen a copy of Link magazine in the last 12 months: aged between 45 and 74; retired; Christian; have contacted the Council with a complaint; live in the following wards: Bishop’s Stortford South; Datchworth & Aston; Hertford Bengoe; and Hertford Kingsmead.
- 8.7 However, the following groups of residents are significantly less likely to have seen the magazine: households without children; aged 18 to 34; live in rented accommodation; BME groups; non-Christian; no religion; have never contacted the Council; live in Ware St Mary’s ward.

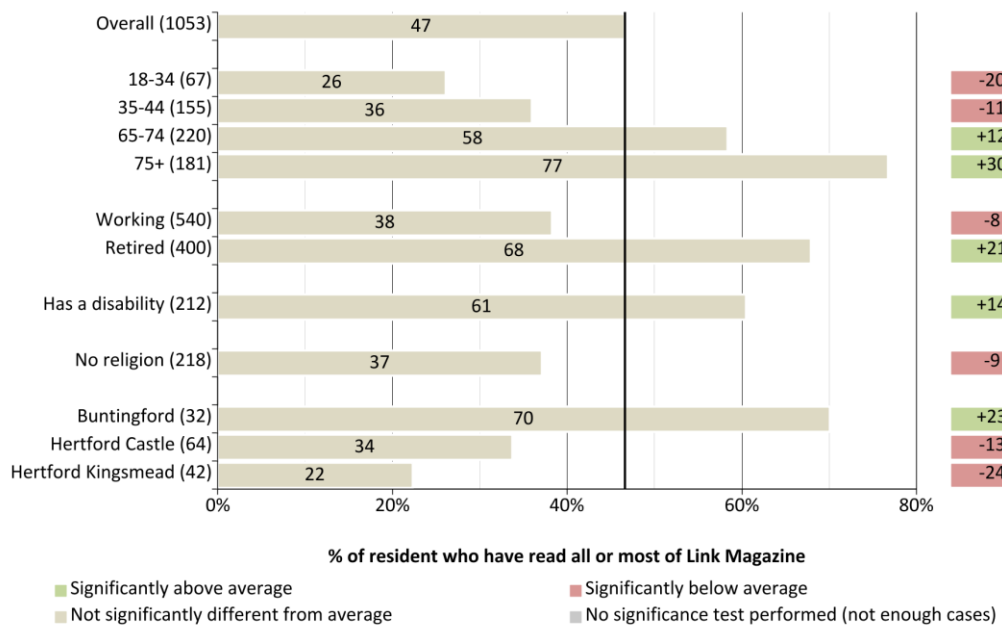
Figure 58: Responses to how much of Link Magazine residents read



Base: All residents who have seen a copy of Link magazine in the last 12 months (number in brackets)

- 8.8 Almost half (47%) of residents who have seen a copy of Link magazine in the last 12 months have either read all or most of it – a significant decrease of seven percentage points since 2011 (54%). Around 3 in 10 (29%) read a few articles and a quarter (25%) either just glanced at it or never read any of it.

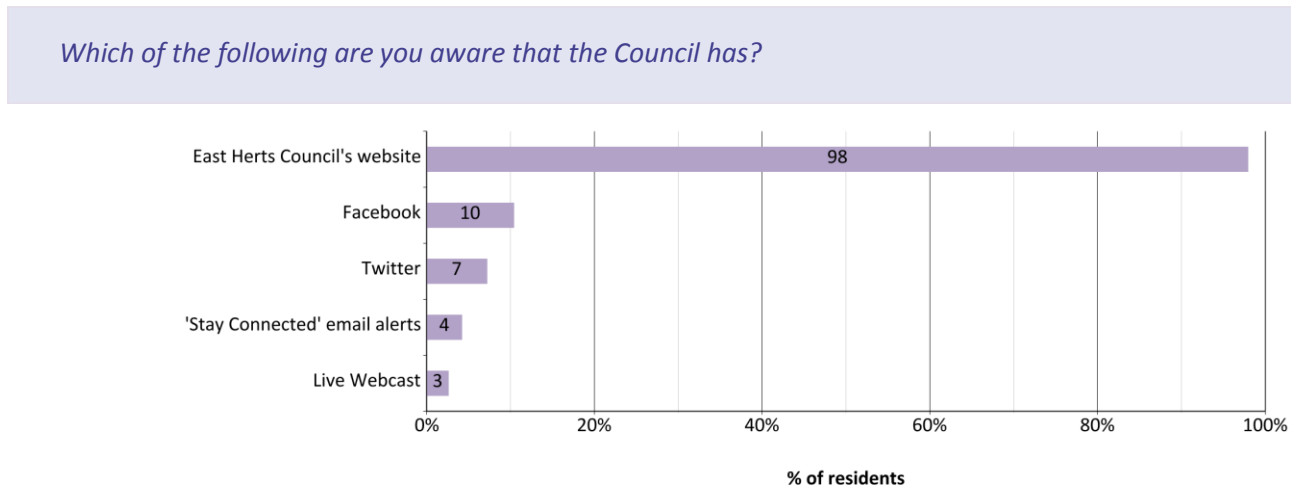
Figure 59: Responses to how much of Link Magazine residents read – demographic sub group analysis



Base: All residents who have seen a copy of Link magazine in the last 12 months (number in brackets)

- 8.9 Residents aged 65 and over, those who are retired, those who have a disability and residents who live in Buntingford ward are significantly more likely to have read all or most of the copy of Link magazine they had received, while residents aged between 18 and 44, those are working and those who live in Hertford Castle and Hertford Kingsmead are significantly less likely to have all or most of it.

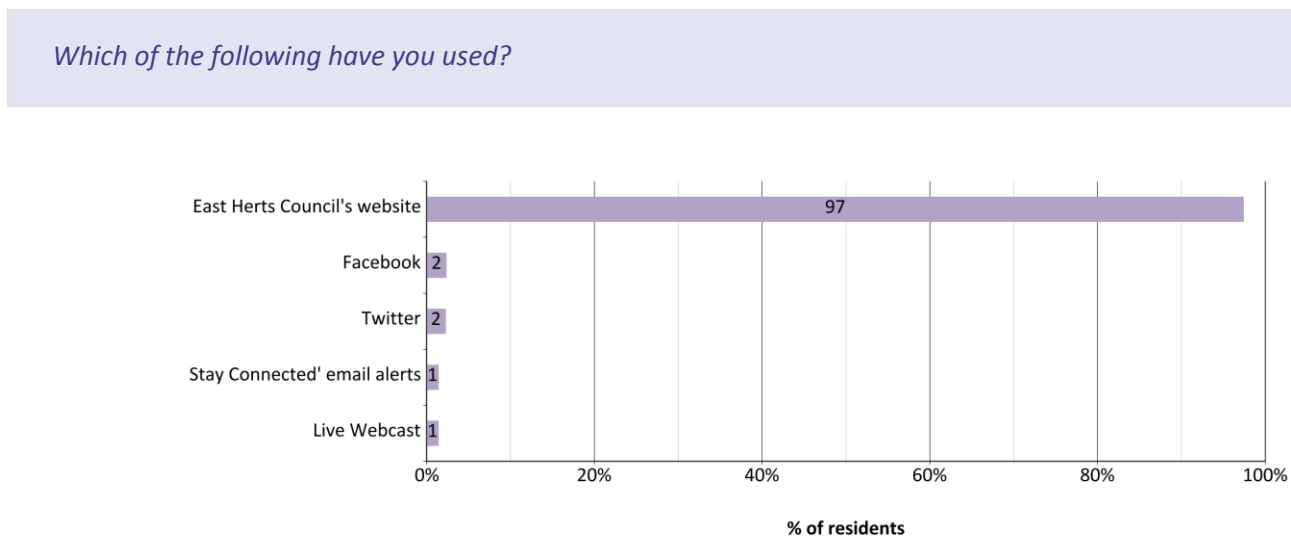
Figure 60: Responses to which of the following were residents aware that the Council has



Base: All residents (875)

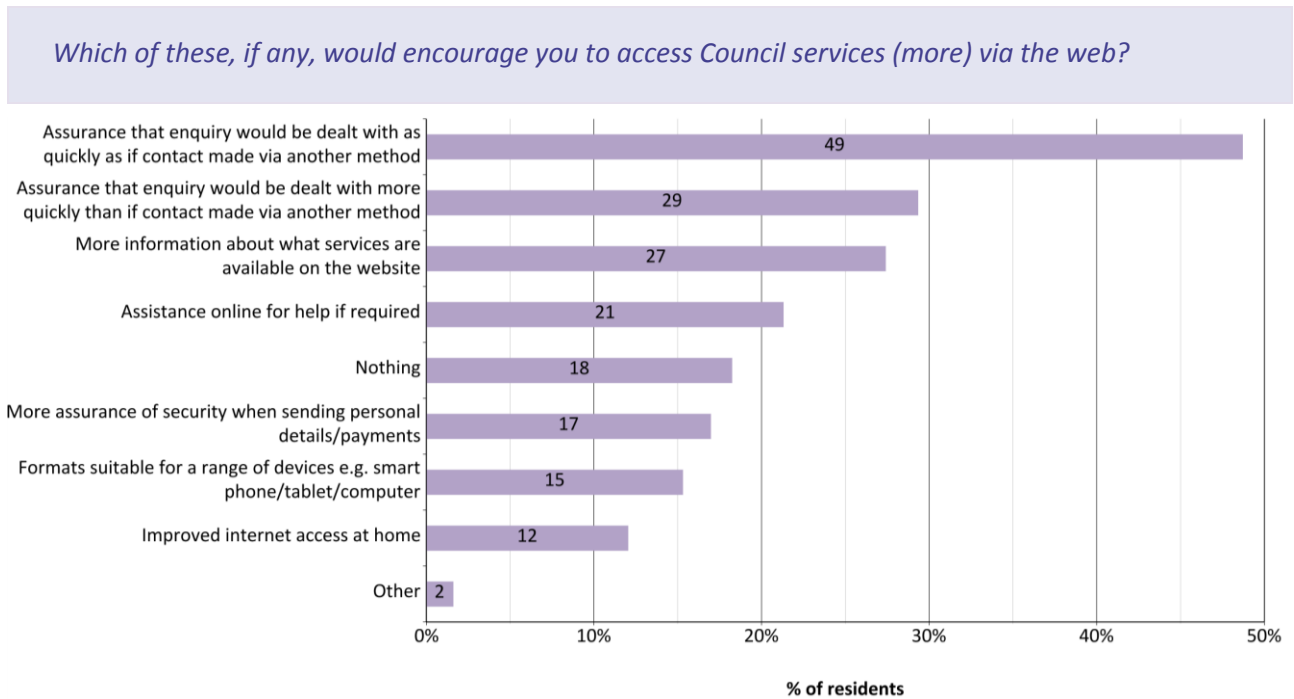
8.10 Almost all residents (98%) are aware that East Herts Council has their own website, however, only small proportions are aware that the Council has a Facebook page (10%), a Twitter page (7%), 'Stay Connected' email alerts (4%) and a live webcast (3%).

Figure 61: Responses to which of the following have residents used



Base: All residents (672)

8.11 Almost all residents (97%) have used East Herts Council's website, however, very few have used the Council's Facebook and Twitter pages (2%), along with the 'Stay Connected' email and a live webcast (1%).

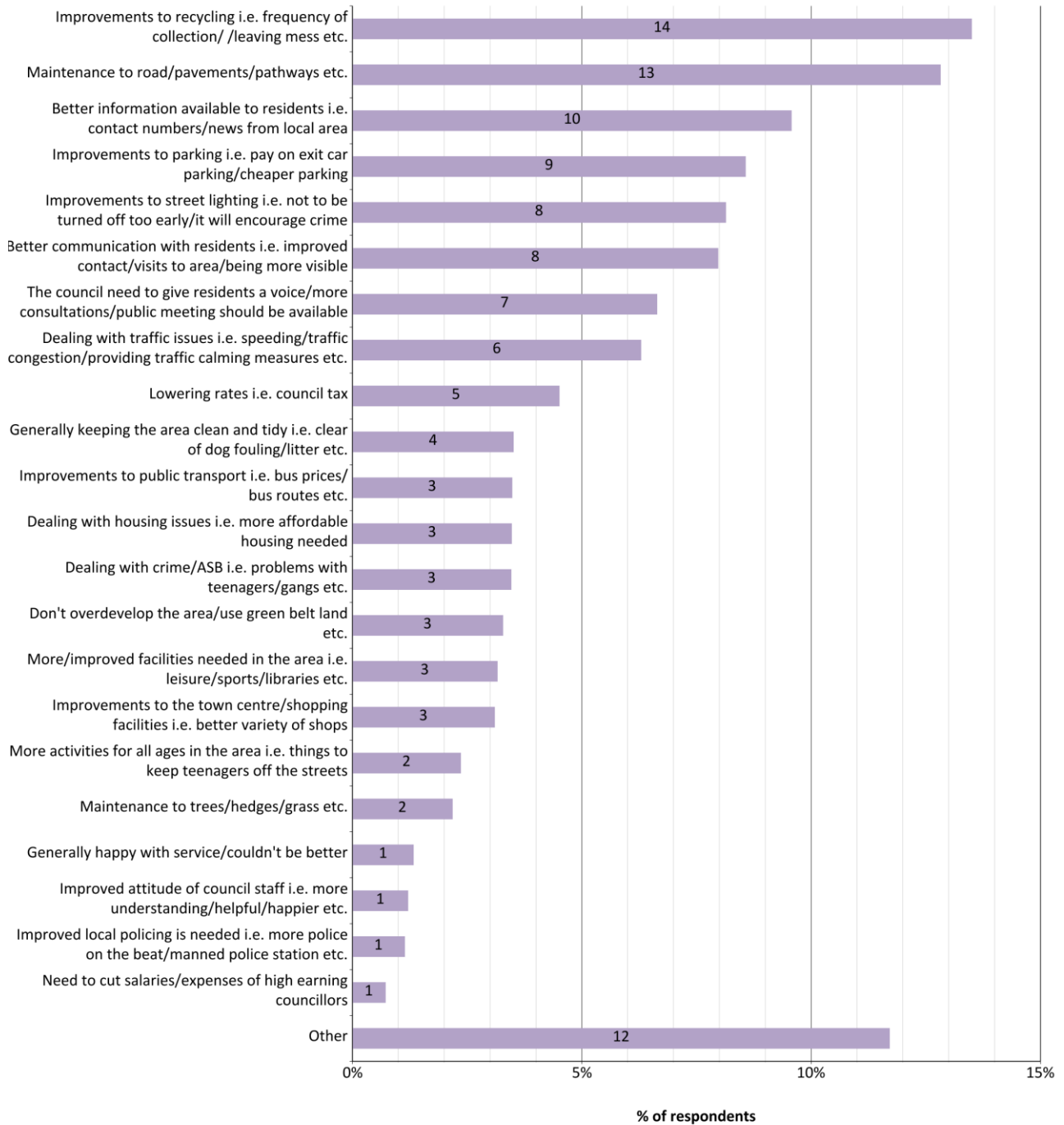
Figure 62: Responses to which of these, if any, would encourage residents to access Council services (more) via the web

Base: All residents (953)

- 8.12 When asked what would encourage residents to access more online Council services, almost half (49%) said assurance that enquiries would be dealt with as quickly as if contact was made via another method. This was followed by more than quarter who said that they would be encouraged if enquiries would be dealt with more quickly than if contact was made via another method (29%) and if more information about council services was available on the website (27%). More than a fifth (21%) said that online assistance and help would encourage them.

Figure 63: Ways in which East Herts Council could help residents more

Please suggest ONE way in which East Herts Council could help residents more.



All residents (634)

8.13 Residents were asked to suggest one way in which East Herts Council could help residents more. The main suggestions included:

- Improvements to recycling: frequency of collection; bin men not leaving bins where they found them/leaving mess
- Maintenance to roads, pavements and pathways
- Better information available to residents i.e. contact numbers; news from local area; including better formats
- Improvements to parking, for example: pay on exit car parking, cheaper parking, dealing with illegal parking
- Improvements to street lighting i.e. not to be turned off too early; it will encourage crime/not safe
- Better communication with residents i.e. improved contact/visits to area/being more visible/keep people updated/responding to queries

Summary of Key Points – Communications

- The majority of residents currently (53%) and prefer (60%) to find out about East Herts Council from information provided by the Council.
- Around 9 in 10 (87%) of residents have seen a copy of Link magazine in the last 12 months. Of these, almost half (47%) have read all or most of it, while a quarter (25%) either just glanced at it or never read any of it.
- Although almost all (98%) residents are aware of (98%) and have used (97%) the East Herts website, 1 in 10 or less are both aware of and have used the Council Facebook page, twitter page, 'Stay Connected' email alerts and a live webcast.
- The main three ways in which residents could be encouraged to access more Council services online would be: assurance that enquiries would be dealt with *as quickly* as if contact was made via another method (49%); if enquiries would be dealt with *more quickly* than if contact was made via another method (29%); and if more information about what services are available on the website were available.
- The main three suggestions residents provided for how East Herts Council could help residents more are: improvements to recycling (14%); better maintenance of roads, pavements and pathways (13%); and better information available to residents (10%).

9. List of Tables and Figures

Tables

Table 1: Gender - All Respondents	6
Table 2: Age - All Respondents	6
Table 3: Ethnic Group - All Respondents	6
Table 4: Long-standing illness/Disability - All Respondents.....	6
Table 5: Household Type - All Respondents	7
Table 6: Working Status - All Respondents.....	7
Table 7:Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live. Comparison with 2011 survey.....	33
Table 8: Extent to which residents agree or disagree that East Herts Council is efficient and well run. Comparison with 2011 survey.	35
Table 9: Responses to how strongly residents agree or disagree with the statement 'the quality of East Herts Council is good overall'. Comparison with 2011 survey.....	37
Table 10: How satisfied or dissatisfied are you with each of the following services that are provided or supported by East Herts Council? Demographic sub-group analysis.....	44
Table 11: Indication of whether residents are satisfied or dissatisfied with the following elements of the service East Herts Council provides in terms of waste for recycling and composting. Comparison with 2011 survey.	49
Table 12: 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.....	50
Table 13: Indication of whether residents are satisfied or dissatisfied with each of the following services East Herts Council provides in terms of general household waste. Comparison for 2011 survey.....	52
Table 14: 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. Demographic sub-group analysis.	53
Table 15: Responses to how much of a problem each of the following were for residents in their local area. Comparison with 2011 survey	57
Table 16: Responses to how much of a problem each of the following were for residents in their local area. Demographic sub-group analysis.....	58
Table 17: Responses to how much of a problem each of the following were for residents in their local area. Demographic sub-group analysis.....	68

Figures

Figure 1: Responses to how satisfied or dissatisfied residents were with their local area as a place to live	17
Figure 2: Responses to how satisfied or dissatisfied residents were with their local area as a place to live	18
Figure 3: Responses to how satisfied or dissatisfied residents were with the way East Herts Council runs things.....	19
Figure 4: Responses to how satisfied or dissatisfied residents were with the way East Herts Council runs things.....	20
Figure 5: Extent to which residents agree or disagree that East Herts Council provides value for money	21

Figure 6: Extent to which residents agree or disagree that East Herts Council provides value for money	22
Figure 7: Responses to how well informed residents think East Herts Council kept them about the services and benefits it provides	23
Figure 8: Responses to how well informed residents think East Herts Council kept them about the services and benefits it provides	24
Figure 9: Responses to which of the things below would residents say were the most important in making somewhere a good place to live.....	26
Figure 10: Responses to which of the things below, if any, do residents think most need improving.....	28
Figure 11: 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?	29
Figure 12: 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)	30
Figure 13: Priority Analysis Summary	31
Figure 14: Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live	33
Figure 15: Extent to which residents agree or disagree that the East Herts Council is making the local area a better place to live	34
Figure 16: Extent to which residents agree or disagree that East Herts Council is efficient and well run.....	35
Figure 17: Extent to which residents agree or disagree that East Herts Council is efficient and well run.....	36
Figure 18: Responses to how strongly residents agree or disagree with the statement ‘the quality of East Herts Council is good overall’	37
Figure 19: Responses to how strongly residents agree or disagree with the statement ‘the quality of East Herts Council is good overall’	38
Figure 20: Responses to how satisfied or dissatisfied residents were with keeping of public land clear of litter and refuse	39
Figure 21: Responses to how satisfied or dissatisfied residents were with their refuse collection.....	39
Figure 22: Responses to how satisfied or dissatisfied residents were with their doorstep recycling.....	40
Figure 23: Responses to how satisfied or dissatisfied residents were with local tips/household waste recycling centres.....	40
Figure 24: Responses to how satisfied or dissatisfied residents were with local transport information	41
Figure 25: Responses to how satisfied or dissatisfied residents were with the local bus services	41
Figure 26: Responses to how satisfied or dissatisfied residents were with the sport/leisure facilities	42
Figure 27: Responses to how satisfied or dissatisfied residents were with theatres/concert halls	42
Figure 28: Responses to how satisfied or dissatisfied residents were with parks and open spaces.....	43
Figure 29: Indication of whether residents are satisfied or dissatisfied with the containers provided for items of recycling and composting	46
Figure 30: Indication of whether residents are satisfied or dissatisfied with how clean and tidy their street is following the collection of items for recycling and composting	47
Figure 31: Indication of whether residents are satisfied or dissatisfied with the types of materials collected by the recycling and composting collection services	47
Figure 32: Indication of whether residents are satisfied or dissatisfied with the information provided about the service (e.g. collection calendars, details of when they collect)	48
Figure 33: Indication of whether residents are satisfied or dissatisfied with the service for the collection of items for recycling and composting overall	48

Figure 34: Indication of whether residents are satisfied or dissatisfied with the bin provided for their general household refuse	51
Figure 35: Indication of whether residents are satisfied or dissatisfied with how clean and tidy their street is following the refuse collection	51
Figure 36: Indication of whether residents are satisfied or dissatisfied with the waste collection service overall	52
Figure 37: Responses to how safe or unsafe residents feel when outside in their local area after dark.....	55
Figure 38: Responses to how safe or unsafe residents feel when outside in their local area after dark – demographic sub group analysis	55
Figure 39: Responses to how safe or unsafe residents feel with outside in their local area during the day	56
Figure 40: Responses to how safe or unsafe residents feel when outside in their local area during the day– demographic sub group analysis	56
Figure 41: Responses to how much of a problem each of the following were for residents in their local area	57
Figure 42: Responses to when residents last contacted East Herts Council	60
Figure 43: Responses to how residents got in contact with East Herts Council on the most recent occasion	61
Figure 44: Responses to how residents prefer to contact East Herts Council	61
Figure 45: Responses to whether residents preferred method of contact is the same for all council services	62
Figure 46: Responses to which other method(s) residents would like to be able to contact East Herts Council	62
Figure 47: Responses to how satisfied or dissatisfied residents were with their contact with the Council on the most reason time they got in touch with them	63
Figure 48: Responses to how satisfied or dissatisfied residents were with their contact with the Council on the most reason time they got in touch with them – demographic sub group analysis.....	63
Figure 49: Responses to why residents were satisfied with their most recent contact	64
Figure 50: Responses to why residents were dissatisfied with their most recent contact	65
Figure 51: Responses to whether residents have contacted East Herts Council with a complaint	66
Figure 52: Responses to when residents last complained to East Herts Council	66
Figure 53: Responses to how satisfied or dissatisfied residents were with how the following were handled	67
Figure 54: Responses to main source residents find out information about the Council.....	69
Figure 55: Responses to how residents would like to find out about East Herts Council in the future	70
Figure 56: Responses to whether residents have seen a copy of Link magazine, the council’s publication, in the last 12 months.....	71
Figure 57: Responses to whether residents have seen a copy of Link magazine, the council’s publication, in the last 12 months – demographic sub group analysis	71
Figure 58: Responses to how much of Link Magazine residents read	72
Figure 59: Responses to how much of Link Magazine residents read – demographic sub group analysis	72
Figure 60: Responses to which of the following were residents aware that the Council has	73
Figure 61: Responses to which of the following have residents used	73
Figure 62: Responses to which of these, if any, would encourage residents to access Council services (more) via the web	74
Figure 63: Ways in which East Herts Council could help residents more	75

This page is intentionally left blank

EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 11 FEBRUARY 2014

EXECUTIVE – 4 MARCH 2014

REPORT BY THE LEADER OF THE COUNCIL

7. 2014/15 SERVICE PLANS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of the report is to set out the draft service plans for 2014/15. Members are asked to scrutinise the attached plans and that Executive be recommended to agree the 2014/15 Service Plans at their meeting on 4 March 2014.

<u>RECOMMENDATIONS FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> that	
(A)	The attached service plan activity for 2014/15 be scrutinised; and
(B)	The Executive be advised that the service plan activity for 2014/15 should be approved.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u> that	
(A)	The attached service plan activity for 2014/15 be approved.

1.0 Background

- 1.1 East Herts uses an integrated service planning and financial planning 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 the key actions that need to be undertaken to deliver the corporate priorities and key objectives, in line with the budget.

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 3, which sets out the key actions for each service have been detailed in **Essential Reference Paper 'B'**. The rest of the service plan contains contextual information about the service.

2.2 Overall, the actions detailed reflect the Consolidated Budget report that was presented to Executive on 4 February 2014.

2.3 The 2014/15 Service Plan activity will be monitored on a six monthly basis but will be reported to the relevant scrutiny committee for each service (like the Corporate Healthcheck Report).

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

2014/15 – 2017/18 Corporate Strategic Plan – Executive 3 September 2013 –

<http://online.eastherts.gov.uk/moderngov/ieListDocuments.aspx?CId=119&MId=2308&Ver=4>

Contact Member: Councillor Tony Jackson – Leader of the Council.
anthony.jackson@eastherts.gov.uk

Contact Officer: Ceridwen Pettit, Corporate Planning and Performance Manager – Extn: 2240.
ceri.pettit@eastherts.gov.uk

Report Author: Ceridwen Pettit, Corporate Planning and Performance Manager – Extn: 2240.
ceri.pettit@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People</p> <p>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</p> <p>Place</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	There are no specific consultation implications, although all Service Heads should have consulted staff in the development of their service plans.
Legal:	There are no legal implications.
Financial:	Executive will receive the report on 4 March 2014. Any changes that may arise to financial implications linked to key service activity will be updated by Financial Support Services after the meeting.
Human Resource:	There are no direct human resources implications.
Risk Management:	Individual actions have been risk assessed, but the risks involved in not implementing the integrated service planning and financial management framework could result in the council's corporate priorities not being delivered.

This page is intentionally left blank

Communications, Engagement and Cultural Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver strong and relevant services								
14-CEC01	Play a lead role in the Here to Help (HtH) campaign	Partner	Target: Effective communications strategy for HtH - maximise awareness and buy-in (to be measured by staff survey). Outcome: More efficient service delivery - maximum awareness and buy-in. Critical Success Factors: Corporate team and effective branding Environmental Impacts: n/a	31 March 2015	Communications Team Leader	HR	Community Strategy	
14-CEC02	Develop use of video content for campaigns, information and public relations	Influencer	Target: Significant increase in video use as a communications channel. Outcome: Clearer messages reaching new audiences (to be measured by specific feedback) Critical Success Factors: Skills in communications team Environmental Impacts: n/a	31 March 2015	Communications Team Leader	Web Team	Community Strategy	
14-CEC03	Develop Ageing Well partnership project focusing on health and community initiatives.	Enabler	Target: Establish projects for partnership delivery through the Local Strategic Partnership. Outcome: Improved partnership working to achieve improved services - projects to be evaluated individually. Critical Success Factors: LSP focus and resources Environmental Impacts: n/a	31 March 2015	Engagement and Partnerships Team Leader	Health	Health and Wellbeing	
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-CEC04	Improve Hertford Theatre offer for customers through major seating refurbishment project and new auditorium floor.	Service Provider / Commissioner / Manager	Target: New floor and refurbished seating completed during summer close down 2014. Outcome: Better experience for customer - to be measured by specific audience and stakeholder feedback. Critical Success Factors: Project management Environmental Impacts: n/a	01 September 2014	Head of Communications, Engagement and Cultural Services	Property Services	None	

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
14-CEC05	Establish options for disabled access to stage and back stage at Hertford Theatre	Service Provider / Commissioner / Manager	Target: Best option established with implementation plan. Outcome: Better access. Critical Success Factors: Resources Environmental Impacts: n/a	31 March 2015	Head of Communications, Engagement and Cultural Services	Property Services	Health and Wellbeing	
14-CEC06	Complete an independent options appraisal on future governance arrangements for Hertford Theatre	Service Provider / Commissioner / Manager	Target: Preferred option agreed Outcome: Best governance arrangement agreed with plan for implementation Critical Success Factors: Quality of commissioned external consultant Environmental Impacts: n/a	31 March 2015	Head of Communications, Engagement and Cultural Services	none at this commissioning stage	None	

Community Safety and Health Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity								
14-CSH01	<u>Effectiveness</u> - Develop improved business processes to support the 'Here to Help' initiative	Service Provider / Commissioner / Manager	Target: Deliver a number of improvements to service delivery as identified through the PDR process Outcome: Effective and efficient service delivery as well as improved customer confidence Critical Success Factors: Ground up delivery through PDR process so heavy staff workloads could have a negative impact Environmental Impacts: N/A	31 March 2015	Head of Community Safety & Health Services	None	Health and Wellbeing	
14-CSH02	<u>Data</u> - Identify areas where Community Safety and Health Services can feed data into the County's JSNA to assist with the securing of funding for public health related projects which will benefit the residents of East Herts. Feed this data to the County Council for inclusion within the JSNA.	Influencer Partner Enabler	Target: Where possible, work with partner agencies to secure resources for public health projects Outcome: To ensure that East Herts is able to influence Public Health to the benefit of its residents Critical Success Factors: Unknown landscape, decisions not within our control i.e. partner cooperation Environmental Impacts: N/A	31 March 2015	Environmental Health Manager (Commercial)	None	Health and Wellbeing	
14-CSH03	<u>Project</u> - Research evidence and provide a project plan for submission to the Local Commissioning group to promote the health and well being of residents in East Herts	Partner Service Provider / Commissioner / Manager	Target: Provide a viable business case for submission Outcome: Improvement in health and wellbeing of a group of persons, or highlight a particular problem. Critical Success Factors: Staffing resources, partnership cooperation Environmental Impacts: N/A at present	31 March 2015	Environmental Health Manager (Commercial)	None	Health and Wellbeing	
Corporate Priority: Place Strapline: Safe and Clean								
Reduce anti social behaviour and the fear of crime								
14-CSH04	<u>Efficiency</u> - Provide an effective service in dealing with requests for service about Licensed premises, antisocial behaviour and issues dealt with by Environmental Health.	Service Provider / Commissioner / Manager Partner Influencer	Target: Respond to these complainants within three working days of receipt and inform enquirer of outcome in every case Outcome: Effective support and intervention. Critical Success Factors: Workload together with partners support and response Environmental Impacts: Likely impact on visual street scene, reduced littering and noise nuisance. Likely reduction in risk to public health and safety.	31 March 2015	Head of Community Safety & Health Services	None	Health and Wellbeing	

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
14-CSH05	<u>Air pollution</u> - Develop an outline business case to provide resources to deliver an air pollution warning system in association with our Herts and Beds partners	Service Provider / Commissioner / Manager Partner	Target: A credible proposal to put to the Local Clinical Commissioning group for funding to delivery this proposal Outcome: Delivery of project and improved health outcomes as a result of this project Critical Success Factors: Staff resources to collate sufficient empirical data Environmental Impacts: Profile of air quality raised, improved health outcomes for those with COPD, Asthma and similar conditions	31 March 2015	Head of Community Safety & Health Services	None	Health and Wellbeing	
14-CSH06	<u>Flood Alleviation</u> - Carry out Surface Water Management Plans (SWMPs) in high risk flood locations in liaison with Herts Highways	Partner	Target: Feasibility & Site work - October 2013 Modelling and final reports with Action Plan - March 2014. Outcome: Action plan produced and agreed in liaison with Herts highways should minimise the risk of flooding in existing locations & in future development areas. Flood risk management data readily available for specific locations. Responses & subsequent resource reduced. Critical Success Factors: Dependant on budget & available resource. Environmental Impacts: Reduction in flood risk and damage to natural environments.	31 March 2015	Environment and Engineering Manager Head of Community Safety & Health Services	None	Health and Wellbeing	
Corporate Priority: Prosperity								
Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-CSH07	Implement a Domestic Home Energy Insulation grant scheme aimed at providing assistance with the cost of loft and cavity wall insulation.	Community Leadership Influencer Enabler Service Provider / Commissioner / Manager	Target: Scheme up and running Outcome: Number of measures installed and value of grants approved and impact upon fuel poverty Critical Success Factors: Staff resources, take up is outside of our control. Competition from alternative schemes Environmental Impacts: Reduced emissions	31 March 2015	Environmental Health Manager (Residential)	Comms team to assist promotion of scheme.	Health and Wellbeing	

Corporate Risk and Procurement Service Plan 2014/15

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute							
Deliver strong and relevant services							
14-CRP01	To strengthen the Council's counter-fraud and investigation arrangements	Enabler Influencer	Target: To understand the possible impact of the proposed Single Fraud Investigation Service (SFIS) on the Council's counter fraud capacity to tackle non-benefit fraud moving forward. Outcome: Strong counter-fraud arrangements in place. Critical Success Factors: Support from other services and the Shared Internal Audit Service. Environmental Impacts: N/A	31 March 2015	Manager of Corporate Risk	Input is required from Revenues & Benefits Service & SIAS.	None
14-CRP02	Production of a corporate land inspection policy.	Enabler Influencer	Target: Production of a policy ensuring compliance with legislation, common law expectations and best practice, but also Council resources. Outcome: A policy that a Court will hopefully consider reasonable followed by compliance checks across the teams that manage land. Critical Success Factors: Support from other services. Environmental Impacts: Improved management of land and reduction of serious risk	30 September 2014	Manager of Corporate Risk/ Risk Assurance Officer	Input is required from many areas of the Council	None
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities							
Deliver value for money and reduce our reliance on central government funding							
14-CRP03	Making best use of different Procurement models	Enabler Influencer	Target: Ensure that adequate flexibility exists within Procurement processes and that staff are aware of all procurement options. Providing assistance to SME's with procurement initiatives. Review of Procurement Regulations and Procurement Strategy. Ensure tools are in place for appropriate spend analysis. Review future options for use of purchase cards and petty cash. Outcome: All Procurement Regulations updated and in line with EU directives. Procurement Strategy and awareness training initiatives in place. Effective spend analysis tools in place. Critical Success Factors: Support from other services Environmental Impacts: Sustainability, including whole life-costing. Greater opportunity for electronic working.	31 March 2015	Manager of Corporate Risk/ Procurement Officer	Input is required from many areas of the Council	None
14-CRP04	Undertake health and safety audits and spot check highest risk services.	Enabler Influencer	Target: Comprehensive review of health and safety management of major contractors and services, i.e. leisure, grounds maintenance, refuse and facilities management. Outcome: Assurance that health and safety risks are managed appropriately. Critical Success Factors: Support from other services. Environmental Impacts: Requirement to consider environmental criteria as included in Health & Safety Policy and risk assessment processes.	31 March 2015	Manager of Corporate Risk/ Risk Assurance Officer	Input is required from many areas of the Council	None

This page is intentionally left blank

Democratic and Legal Support Services - Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Increase community engagement								
14-DLSS01	Implement Individual Electoral Registration (IER) in accordance with prescribed statutory requirements	Partner Community Leadership	Target: Comply with statutory requirements Outcome: Effective use of resources allocated to meet statutory requirements. Customers to receive advice and guidance on IER. Critical Success Factors: Utilisation of resources to meet statutory duties Environmental Impacts: None	01 July 2014	Head of Democratic and Legal Support Services	N/A	None	
14-DLSS02	To maintain and develop the support services provided to Members to facilitate their community engagement role (particularly through identifying personal training and development needs)	Community Leadership Influencer	Target: Delivery of (corporate) community engagement activities Outcome: Improved democratic engagement driving service improvement and satisfaction with Council's services. Critical Success Factors: Member support and resource availability Environmental Impacts: None	31 March 2015	Head of Democratic and Legal Support Services	N/A	Community Strategy	
14-DLSS03	Undertake European Parliamentary elections in 2014	Partner	Target: Election process open and transparent to all enfranchised persons Outcome: To produce election results for East Herts District in accordance with statutory requirements. Critical Success Factors: Resource availability Environmental Impacts: None	22 May 2014	Head of Democratic and Legal Support Services	N/A	None	
14-DLSS04	To prepare a Member Induction programme for the May 2015 local council elections and to undertake promotional activity in relation to those elections - particularly adopting the here to help theme for individuals wishing to stand for election	Community Leadership Partner	Target: Induction programme finalised/promotional activity undertaken Outcome: Access by stakeholders to information and guidance Critical Success Factors: Resource availability Environmental Impacts: None	31 March 2015	Head of Democratic and Legal Support Services	N/A	None	
Corporate Priority: Place Strapline: Safe and Clean								
Reduce anti social behaviour and the fear of crime								
14-DLSS5	To provide legal advice and guidance to maximise the Authority's resources to deliver meaningful and measurable outcomes for measures undertaken either directly or in partnership with other service providers to reduce anti social behaviour	Partner Community Leadership Influencer	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: Partnership working (internal/external) Environmental Impacts: None	31 March 2015	Head of Democratic and Legal Support Services	N/A	Community Strategy	

This page is intentionally left blank

Economic Development Service Plan

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: Prosperity								
Strapline: Improving the economic and social opportunities available to our communities								
Deliver sustainable rural business growth								
14-ED01	Deliver the rural development transition programme to provide a bridge between the completion of the Eastern Plateau in 2013 and the beginning of a new programme if the application is successful.	Service Provider / Commissioner / Manager	Target: Between £1- 2million of funding for the Eastern Plateau area Outcome: Support to rural business Critical Success Factors: Successful funding bid Environmental Impacts: None	30 December 2014	Economic Development Manager	None	Local Enterprise Partnership	
14-ED02	Support to the Local Enterprise Partnership with the strategy, development and delivery of their rural development allocation from Defra.	Partner	Target: Between £3-4m of funding countywide Outcome: Support to rural business growth Critical Success Factors: Strategy and delivery capacity Environmental Impacts: None	30 September 2014	Economic Development Manager	None	Local Enterprise Partnership	
Enhance the economic well being of East Herts								
14-ED03	Test the viability of running a small business grant programme in East Herts, to include internal consultation with local business and a methodology	Service Provider / Commissioner / Manager	Target: Resources identified and programme designed in 2014 Outcome: Small Business growth and support. This outcome will be quantified by an output related to numbers of businesses proposed to receive support and profiled across the five towns. Critical Success Factors: Resources and effective programme management Environmental Impacts: None	31 October 2014	Economic Development Manager	None	Community Strategy	
14-ED04	Support to workless residents in the 25 - 49 age group as part of an LSP supported programme led by Jobcentreplus	Enabler	Target: Additional support to 40 residents from the 680 currently registered. Outcome: Numbers of residents in this hard to reach group coming off the unemployment register. Critical Success Factors: Partnership with Jobcentreplus Environmental Impact: None	30 November 2014	Economic Development Manager	None	Community Strategy	

This page is intentionally left blank

Environmental Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People								
Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity								
14-ES01	Implement Council's revised arrangements for inspection data recording for parks and open spaces and leisure services	Service Provider / Commissioner / Manager	Target: Data recording in place Outcome: Improve records to provide assurance that inspections have been properly completed to protect the Council in the event of a claim. Compliance with the Council's new inspection policy. Critical Success Factors: Staff resources; co-operation of contractors Environmental Impacts: None	01 June 2014	Leisure Services Manager/Environment Manager Parks and Open Spaces	None	Health and Wellbeing	
14-ES02	Develop full business case for '3G' All Weather football pitches at Hartham Common	Service Provider / Commissioner / Manager	Target: Business case submitted to Corporate Management Team Outcome: Demonstrate that all weather pitches can be implemented on an invest to save basis in preparation for implementation Critical Success Factors: Staff resources; support from leisure contractor; results of stakeholder consultation Environmental Impacts: None	30 September 2014	Leisure Services Manager	Communications Team; Financial Services	Health and Wellbeing	
14-ES03	Develop business case for the Council funding replacement gym equipment at Hartham and Grange Paddocks	Service Provider / Commissioner / Manager	Target: Business case submitted to Corporate Management Team / Members Outcome: Negotiate with contractors to establish whether replacement gym equipment should be funded by the Council with an associated reduction in the leisure contract management fee, on an invest to save basis. Critical Success Factors: Staff resources; co-operation of contractor Environmental Impacts: None	30 June 2014	Leisure Services Manager	Financial Services	Health and Wellbeing	
14-ES04	Work with schools and Hertfordshire County Council to ensure long term financial sustainability of Joint Use pools	Service Provider / Commissioner / Manager	Target: Review of financial sustainability complete; Ongoing funding mechanisms agreed with schools / County Council Outcome: Options for financial sustainability considered and agreed with partners Critical Success Factors: Staff resources; support from partners Environmental Impacts: None	31 March 2015	Leisure Services Manager	Financial Services	Health and Wellbeing	

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
14-ES05	Identify specific projects to support the Council's Health and Wellbeing and Ageing Well agendas	Service Provider / Commissioner / Manager	<p>Target: List of key projects reported to Members</p> <p>Outcome: Improve existing and introduce new facilities which provide opportunities for all ages to undertake healthy exercise and encourage participation in sports.</p> <p>Critical Success Factors: Human and financial resources; support from partners</p> <p>Environmental Impacts: None</p>	30 September 2014	Environment Manager - Parks and Open Spaces	Environmental Health Service	Health and Wellbeing
<p>Corporate Priority: Place Strapline: Safe and Clean</p> <p>Maintain our parks, play areas and open spaces</p>							
14-ES06	Deliver better integration of open space improvement plans with the Development Management process to make better use of Section 106 contributions	Service Provider / Commissioner / Manager	<p>Target: Director of Financial and Support Services satisfied with integration and allocation of funding.</p> <p>Outcome: An initial matrix of needs for the 120 significant open spaces across the district will be completed with reference to existing management plans.</p> <p>Critical Success Factors: Support from colleagues</p> <p>Environmental Impacts: None</p>	31 May 2014	Environment Manager - Parks and Open Spaces	Financial Services; Planning Services	None
14-ES07	Work with Sawbridgeworth Town Council to design town centre open space enhancement (Bell Street).	Service Provider / Commissioner / Manager	<p>Target: Agreed plans for improvement in place within available funding.</p> <p>Outcome: Work with Town Council to explore the potential for a scheme to create a central community space (Forelands Place).</p> <p>Critical Success Factors: Staff Resources; funding; agreement with STC</p> <p>Environmental Impacts: Improved public amenity supporting the viability of the town centre</p>	30 September 2014	Environment Manager - Parks and Open Spaces	Communications Team	Health and Wellbeing
14-ES08	Complete revised management plan for Waytemore Castle including green finger stretching out to Red, White and Blue Open Space, linking to proposed housing development in consultation with Bishop's Stortford Town Council	Service Provider / Commissioner / Manager	<p>Target: Management Plan in place</p> <p>Outcome: Plans in place for the improvement of Bishop's Stortford's 'green finger' in consultation with BSTC</p> <p>Critical Success Factors: Staff resources; agreement with BSTC</p> <p>Environmental Impacts: Improved public amenity and biodiversity</p>	31 May 2014	Environment Manager - Parks and Open Spaces	Communications Team; Land Drainage Team;	Health and Wellbeing

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
14-ES09	Install new boardwalk across lake at Southern Country Park	Service Provider / Commissioner / Manager	Target: Scheme completed utilising S106 funding Outcome: Improved amenity for park users; Health and Safety issues resolved; Friends of the Park Group satisfied with delivery of the project. Critical Success Factors: Staff resources; capital programme funding approved Environmental Impacts: Improved public amenity and biodiversity	30 December 2014	Environment Manager - Parks and Open Spaces	Communications Team; Land Drainage Team;	Health and Wellbeing
14-ES10	Revamp older children's play space at Great Innings, Watton at Stone in consultation with the Parish Council	Service Provider / Commissioner / Manager	Target: Scheme completed utilising S106 funding Outcome: Improved amenity for park users; Parish Council satisfied with the new facility. Critical Success Factors: Staff resources; capital programme funding approved Environmental Impacts: Improved public amenity; better facilities for young people in the village	30 December 2014	Environment Manager - Parks and Open Spaces	Communications Team	Health and Wellbeing
Corporate Priority: Place Strapline: Safe and Clean							
Reduce residual waste and increase our recycling rate							
14-ES11	Develop and deliver campaigns to promote recycling of waste electrical equipment and textiles	Service Provider / Commissioner / Manager	Target: Campaign delivered Outcome: Reduced disposal to landfill, increase in collection of Waste Electrical and Electronic Equipment (WEEE) and textiles reuse/recycling Critical Success Factors: Support from contractors and partners Environmental Impacts: Reduction in disposal to landfill. Increase in WEEE and textile recycling	30 December 2014	Waste Service Manager	Communications Team, Web Team	Hertfordshire Municipal Waste Management Strategy
14-ES12	Investigate use of compostable caddy liners. Evaluate the potential for setting up direct purchasing facilities, promote use if acceptable to processors.	Service Provider / Commissioner / Manager	Target: Agreement with processors reached. Direct purchasing arrangements evaluated and delivered if viable. Outcome: Increase food waste composted and reduction in land filled. Critical Success Factors: Public take up. Financial viability. Agreement with reproprocessors Environmental Benefits: Reduced landfill, increased food waste composting.	30 September 2014	Waste Service Manager	Web Team	Hertfordshire Municipal Waste Management Strategy
14-ES13	Investigate feasibility of trade waste recycling via new commingled collection system	Service Provider / Commissioner / Manager	Target: Report evaluating feasibility. Outcome: Provide report on contractor capacity, charges, benefits, impacts on income. Critical Success Factors: Contractor capacity; financial viability Environmental Benefits: Increased recycling of non domestic waste stream.	31 March 2015	Waste Service Manager	Communications Team; Financial Services	Hertfordshire Municipal Waste Management Strategy
14-ES14	Review performance of recycling services following SPARC implementation and extend to communal properties	Service Provider / Commissioner / Manager	Target: Review complete. Flats receiving cardboard collection service Outcome: Maximise recycling and composting and reduce waste going to landfill Critical Success Factors: Staff resources; funding	30 September 2014	Waste Service Manager	Web Team; Communications Team	Hertfordshire Municipal Waste Management Strategy

Action Plan						Connections		
Page 110	Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing Strategy
				Environmental Benefits: Reduced landfill, reduced carbon footprint				

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
Corporate Priority: Place							
Strapline: Safe and Clean							
Maintain our clean streets and reduce litter							
14-ES15	Review cleansing arrangements for heavily parked roads in consultation with Hertfordshire Highways	Service Provider / Commissioner / Manager	<p>Target: Review complete. Review complete</p> <p>Outcome: Evaluate potential for joint working on cleansing and flood prevention in partnership with Hertfordshire County Council</p> <p>Critical Success Factors: Staff resources; funding; commitment of partners</p> <p>Environmental Benefits: Improved environmental protection and cleaner streets / gullies</p>	31 March 2015	Waste Service Manager/ Environmental Inspection Team Manager	Land Drainage Team	Hertfordshire Municipal Waste Management Strategy
14-ES16	Develop full business case for the refurbishment and management of Bell Street public conveniences in partnership with Sawbridgeworth Town Council	Service Provider / Commissioner / Manager	<p>Target: Review complete. Business case agreed</p> <p>Outcome: Improved public toilet provision at reduced operating costs</p> <p>Critical Success Factors: Staff resources; agreement with Town Council</p> <p>Environmental Benefits: N/A</p>	31 March 2015	Waste Service Manager	Communications Team; Facilities Team	None
14-ES17	Review of Environmental Crime enforcement procedures.	Service Provider / Commissioner / Manager	<p>Target: Completed review of all environmental crime enforcement procedures and increase public knowledge of environmental crime.</p> <p>Outcome: Review Environmental Crime Policies to ensure they are up to date following new legislation. Improved service and customer knowledge of Environmental Crime and enforcement procedures via publicity, website improvements and customer service training.</p> <p>Critical Success Factors: Staff resources, Web and IT support. Support of external partners. Member support. Government implementing planned changes to Anti-Social Behaviour legislation.</p> <p>Environmental Impacts: Reduction in Environmental Crime across the District.</p>	30 December 2014	Environmental Inspection Team Manager	Communications Team. Community Protection and Licensing. Legal Services. Web Admin.	Hertfordshire Municipal Waste Management Strategy
14-ES18	Work with Police; the Environment Agency and neighbouring authorities to improve co-ordination of cross boarder investigations when tackling commercial fly tipping	Service Provider / Commissioner / Manager	<p>Target: Achieve more commercial fly tipping prosecutions across local authority boundaries</p> <p>Outcome: Increase in convictions for fly tipping offenders in East Herts and neighbouring district; further training in legislation and exchanging information with other agencies and authorities</p> <p>Critical Success Factors: Staff resources, Support from partners</p> <p>Environmental Impacts: Reduction in Environmental Crime across the District.</p>	31 March 2015	Environmental Inspection Team Manager	Community Safety Team	Hertfordshire Municipal Waste Management Strategy

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: Place Strapline: Safe and Clean								
Reduce the carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses								
14-ES19	Report to date Climate Change Action Plan including carbon savings	Influencer	Target: Achieve councils carbon emissions reduction target. Outcome: Implement Building Energy Management metering and efficiency measures to target and reduce energy and CO2. Critical Success Factors: Staff and financial resources. Council's ongoing commitment to invest in carbon reduction. Environmental Impacts: 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 Strategy and Development Manager	Facilities Team	Health and Wellbeing	
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-ES20	Implement remote working procedures in the Area Environmental Inspection team.	Service Provider / Commissioner / Manager	Target: Remote working systems and procedures in place Outcome: Getting it right first time; improving accuracy of information on 'Mayrise' jobs; and improving speed of response (supporting the councils 'Here to Help' philosophy). To include updating procedures to allow for remote working, and streaming processes. Critical Success Factors: Support from ICT Services Environmental Impacts: Improved speed of response when dealing with environmental issues	01 June 2014	Environmental Inspection Team Manager	ICT Services	None	
14-ES21	Following the implementation of Remote & Mobile working and Self service in Environmental Services, review impact on business efficiency and produce a plan for roll out to other staff	Service Provider / Commissioner / Manager	Target: Review by August 2014. Plan by December 2014 Outcome: Ensure new technologies to improve service to customers are fully utilised Critical Success Factors: Support from ICT Services and Web Team Environmental Impacts: N/A	31 December 2014	Business Support Manager	ICT Services	None	
14-ES22	Review information available to customers to ensure it continues to meet standards of clarity and quality; and to look at developing new ways to present the most up to date, informative and accurate information through existing and emerging technology.	Service Provider / Commissioner / Manager	Target: Review complete Outcome: Web pages are up to date and provide the best information to customers. Support delivery of 'My East Herts' project Critical Success Factors: Support from ICT Services and Web Team Environmental Impacts: N/A	30 June 2014	Business Support Manager	ICT Services	None	

Financial Support Services and Performance Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: Prosperity								
Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-FSSP01	Implement the findings of the Member Performance Indicator (PI) Review, the Unit Cost Review and rollout the Covalent Dashboard module	Service Provider / Commissioner / Manager	Target: a) Basket of performance measures for 2014/15 updated and performance management processes in place to support collection and analysis. b) Implementation plan completed for Covalent Dashboard and all users active. Outcome: a) SMART set of performance measures that are fit for purpose and relevant to support both the shared service and East Herts priorities. b) Robust and relevant performance management framework in place to enable greater openness, scrutiny and transparency and core business data. Critical Success Factors: Systems in place to collect data. Availability of performance resources Environmental Impacts: None identified.	30 September 2013	Corporate Planning and Performance Manager	All service areas	None	
14-FSSP02	Further develop the Council's new Financial Systems following implementation	Service Provider / Commissioner / Manager	Target: Identify budgets to responsible officers, production of targeted management information to support decision making and provision of further user training / support Outcome: Enhanced business processes and financial management Critical Success Factors: Availability of staff resources Environmental Impacts: Potential reduction in hard copy reports	31 March 2015	Accountancy Manager	None	None	
14-FSSP03	Production of 2013/14 (IFRS) compliant annual accounts, having regard to the 2013 code and in particular arrangements relating to the localisation of business rates.	Service Provider / Commissioner / Manager	Target: Produce 2013/14 accounts in line with statutory timescales Outcome: Unqualified external audit report Critical Success Factors: Availability of key staff resources, corporate input in a timely manner Environmental Impacts: None identified	30 June 2014 and 30 September 2014	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.	None	
14-FSSP04	Review arrangements for monitoring key financial indicators following changes in Government funding arrangements	Service Provider / Commissioner / Manager	Target: review data collection / monitoring arrangements for NNDR, Council tax base / CTS and New Homes Bonus Outcome: Enhanced financial forecasting within MTFP Critical Success Factors: Availability of staff resources Environmental Impacts: None Identified	30 September 2014	Principal Accountant	Support from Head of Revenues and Benefits Shared Service	None	
14-FSSP05	Provide Support for the development of the Council's Treasury Management Strategy regarding potential property related investment.	Service Provider / Commissioner / Manager	Target: provide financial input and support to developing proposals for property investment Outcome: Enhanced financial returns Critical Success Factors: Availability of staff resources Environmental Impacts: Possible depending on potential options	In line with corporate timescales	Head of Finance and Performance / Principal Accountant	Asset Management staff	None	

This page is intentionally left blank

Housing Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity								
14-H01	Facilitate, support and maximise the provision of additional, appropriate affordable housing in association with developers and registered providers.	Partner Influencer	Target: 200 new affordable homes Outcome: Additional 200 new affordable homes for East Herts housing register applicants. Maintain current or reduce the level of homelessness as can house more households from the register earlier rather than in crisis. Critical Success Factors: Number of new private homes being developed that have affordable homes obligations, the council's Planning Policies that specify the obligation requirements, development of the new District Plan, the Economy, the willingness of Registered Providers (housing associations) to wish to develop their own asset sites as well as work with developers on S106 sites. Environmental Impacts: Increased CO2 emissions from building works but mitigated by Code for Sustainable Homes Requirements.	31 March 2015	Housing Strategy and Development Manager	Planning, Building Control and Planning Policy	Health and Wellbeing	
14-H02	Review the implementation of the revised and adopted Housing Register Policy one year after implementation.	Community Leadership	Target: Report to members in June 2014 on outcome of the review of the implementation of revised policy and the impact on the profile of applicants on the housing register and allocation of affordable homes. Outcome: Report written and discussed at Community Scrutiny June 2014. Critical Success Factors: Staff time to complete the review and write report and member engagement . Environmental Impacts: None	30 June 2014	Manager Housing Services	None	Health and Wellbeing	
14-H03	Procurement of Housing Register and Choice Based Lettings software and support provider	Service Provider / Commissioner / Manager Partner	Target: June 2015 Outcome: New contract in place for the provision of a Housing Register database and Choice Based Letting system to go live from June 2015. System in place, and tested and staff trained in preparation for when current contract expires in June 2015. Critical Success Factors: Drafting specification and agreement between LA consortium partners. Contract procurement process managed well. Suitable contractors place bids. Cost of contract comes within current budgets. If new provider the current hardware provision is suitable. Possible training of staff on new and migration of data onto new system. Agreement from all partners in Consortium. Staff time as will have to run the procurement process as an additional work. Staff knowledge on current system and impact of potential new system. Environmental Impacts: Limited. Most work will be done on line. But there will be travelling between LA consortium members offices.	30 June 2015	Housing Needs Manager and Manager Housing Services	IT and Procurement	Health and Wellbeing	

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
14-H04	Procure a Housing Needs Survey for the District	Community Leadership Service Provider / Commissioner / Manager	<p>Target: Housing Needs Survey procured and completed.</p> <p>Outcome: Report provided by Contractor on the findings from Housing needs Survey and presented to members.</p> <p>Critical Success Factors: Drafting specification and tendering process. Contractors who tender are suitable to consider appoint for contract. Contractors tender within budget. Process of carrying out housing needs survey is resilient and reliable. Staff time to manage the contractor and provision of expertise to support and supervise contractor during the survey process. Ensure that the report provided by the contractor is fit for purpose.</p> <p>Environmental Impacts: Depending on proposals by the contractor there maybe a postal survey or face to face interviews of a sample of East Herts residents carried out by the contractor.</p>	31 March 2015	Housing Strategy and Development Manager	Planning Policy, Procurement	Health and Wellbeing	

Information, Parking and Customer Services - Service Plan 2014/15

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute							
Deliver strong and relevant services							
14-IPCS01	Website Accessibility Review	Service Provider / Commissioner / Manager	Target: An action plan to achieve Disability Discrimination Act/Web Content Accessibility Guidelines v2 compliance and additional practical measures to support accessibility of the Council's website. Outcome: Assurance and actions to ensure the Council's website is as accessible as possible. Critical Success Factors: Funding, Service resources to amend web content, IT resources to amend any web based service provision, Digital Media and Information team resources. Environmental Impacts: none, electronic service delivery has a positive impact on reducing environmental impact of existing service delivery.	31 March 2015	Head of Information, Parking and Customer Service	Potential impact on all services based on way content pages presented. Potential impact on IT if forms or other presentation of service delivery on the website need amendments to improve accessibility.	None
14-IPCS02	Southmill Road Resident Permit Zone (RPZ) (Bishop's Stortford)	Service Provider / Commissioner / Manager	Target: To survey, plan, consult and progress a resident permit scheme in response to resident concerns in the Southmill Road area of Bishop's Stortford Outcome: An RPZ is implemented that delivers resident satisfaction. Critical Success Factors: Funding, resident engagement in consultation, formal Traffic Regulation Order process Environmental Impacts: Improved resident amenity, potential displacement of existing commuter parking	30 September 2016	Head of Information, Parking and Customer Service	Democratic Services in advertisement of Traffic Regulation Order in year 2.	Community Strategy
14-IPCS03	Car Park Management System	Service Provider / Commissioner / Manager	Target: To implement a cost effective car park management system for the Council to manage its car parks for the next 10 years. Outcome: A cost effective and customer focussed solution running our car parks for the next 10 years Critical Success Factors: Funding, geographic infrastructure, political priorities, procurement process (OJEU) Environmental Impacts: To be considered in terms of solutions available. Car parking provision impacts our towns in terms of pollution.	30 September 2016	Head of Information, Parking and Customer Service	N/A	Community Strategy

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
14-IPCS04	On-Street Permitted Parking Restriction Review (Towns)	Service Provider / Commissioner / Manager Influencer	<p>Target: To identify and deliver more 30 minute waiting area in our towns where possible.</p> <p>Outcome: Improved convenience for access to our town's shops supporting the local economy.</p> <p>Critical Success Factors: Funding, Herts County Council, physical environment of the built environment, safety.</p> <p>Environmental Impacts: Car parking provision in towns impacts in terms of pollution.</p>	31 March 2015	Head of Information, Parking and Customer Service	Democratic Services in advertisement of Traffic Regulation Orders.	Community Strategy	
14-IPCS05	Review of Resident Parking Zone (RPZ) Policy	Service Provider / Commissioner / Manager	<p>Target: To ensure Resident Parking Schemes continue to operate at a break even level and that amenity for residents is maximised in all schemes.</p> <p>Outcome: RPZ schemes benefit in terms of cost to resident and taxpayer are clear and that benefits of the schemes are maximised for residents</p> <p>Critical Success Factors: Parking Services evaluation time of existing schemes,</p> <p>Environmental Impacts: Potential impacts associated with car parking displacement</p>	31 March 2015	Head of Information, Parking and Customer Service	Accountancy for support in validating financial analysis and paybacks.	Community Strategy	
<p>Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities</p>								
<p>Deliver value for money and reduce our reliance on central government funding</p>								
14-IPCS06	Scope Intranet Development	Service Provider / Commissioner / Manager	<p>Target: To identify the top tasks that will support staff to be efficient through use of the internet and establish a project initiation document to achieve them.</p> <p>Outcome: A clear development plan for the intranet based on user needs with funding requirements set out in a business case for consideration.</p> <p>Critical Success Factors: Digital Media and Information Team Resources, Funding for external support, funding for template changes, IT resources for development of potential business case, HR resources to look at staff support activities.</p> <p>Environmental Impacts: None - all electronically enabled processes will reduce the Council's environmental impact.</p>	31 March 2015	Head of Information, Parking and Customer Service	HR are likely to be key service provider via the intranet and recommendations may impact their service design. IT resources in terms of capacity and capability to deliver internal intranet based service solutions for staff.	None	
14-IPCS07	Customer Service Strategy	Service Provider / Commissioner / Manager	<p>Target: Adoption of East Herts Customer Service Strategy</p> <p>Outcome: Clear direction for service delivery goals and shaping how services will developed for our communities.</p> <p>Critical Success Factors: Member and Officer engagement, Head of Information, Parking and Customer Services free to progress work, linkage with Here to help cultural change.</p> <p>Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.</p>	30 September 2014	Head of Information, Parking and Customer Service	Strategy will impact future shaping of all services, the degree will depend upon gap analysis of current plans for service delivery against approved CS strategy.	None	

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
14-IPCS08	Customer Service Strategy Action Planning	Service Provider / Commissioner / Manager	<p>Target: To identify clear actions under each Head of Service that follow the direction adopted within the Customer Service Strategy.</p> <p>Outcome: Customer Service Delivery Plan</p> <p>Critical Success Factors: Support from Heads of Service and Directors, Resource to review existing service development work underway and see how that may be enhanced further given the Customer Service Strategy. IT support and resources on projects. Funding availability for new IT systems and solutions. Link to Here to Help.</p> <p>Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.</p>	31 March 2015	Head of Information, Parking and Customer Service	Action Planning will impact future delivery of all services, the degree will depend upon gap analysis of current plans for service delivery against approved CS strategy, service resources and priority.	None
14-IPCS09	Replacement of Customer Relationship Management System	Service Provider / Commissioner / Manager	<p>Target: Replacement of Lagan CRM with user focused flexible system to support Customer Services in their delivery of first point of contact services</p> <p>Outcome: More efficient and flexible service delivery, reduction in cost of service delivery.</p> <p>Critical Success Factors: IT resources to develop solutions to support service delivery without Lagan. Digital Media and Information Manager resource for web based support system design. Customer service resources to specify, develop and test new system requirements. Council wide support for revisions to corporate complaint system.</p> <p>Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.</p>	31 March 2015	Head of Information, Parking and Customer Service	IT resources in design and implementation of non-Lagan customer service delivery, decommissioning of Lagan. All services will be impacted by change in corporate comments, compliments and complaints system.	None
14-IPCS10	My East Herts' Website Tool	Service Provider / Commissioner / Manager	<p>Target: Delivery of localised Council service information via a web interface</p> <p>Outcome: Enhanced service delivery for residents and Councillors, resolving top 5 location based service enquiries.</p> <p>Critical Success Factors: IT resources in developing the solution, Digital Media and Information manager resources in developing the solution. Service support in addressing data quality issues to enable location based searching and result presentation. Funding.</p> <p>Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.</p>	31 March 2015	Head of Information, Parking and Customer Service	IT resources in supporting development of eGGP mapping data to deliver text based location search results. IT and other service resources to tidy database information held to ensure compatible and accurate to be searched for local data by UPRN/post code	None

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
14-IPCS11	Scope Members Extranet	Service Provider / Commissioner / Manager	<p>Target: Clear member's extranet development plan based on user design with business case as required.</p> <p>Outcome: Better supported members, more able to be available to help their constituents and play an effective role as a member of the Council.</p> <p>Critical Success Factors: Member engagement, Democratic services support, funding, Digital Media and Information Manager resource.</p> <p>Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.</p>	31 March 2015	Head of Information, Parking and Customer Service	Potential impact on democratic Services and ModernGov development based on outcome of top tasks review.	None	
14-IPCS12	Parking Easi Permit System	Service Provider / Commissioner / Manager	<p>Target: Movement of all parking permit provision (application/renewal) to web based self-service tool.</p> <p>Outcome: Reduced cost of permit scheme operation, increased convenience for customers so they do not have to attend Council Offices for permits.</p> <p>Critical Success Factors: Parking Management Contract IT Supplier capability, Funding requirements, Interface with Civil Enforcement (Contractor issue)</p>	31 March 2015	Head of Information, Parking and Customer Service	Possible interface with web provision of service.	None	

Business and Technology Services - Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver strong and relevant services								
14-BTS01	Here to Help Deliver a service catalogue which sets out the detail of the services that partners should expect from the Shared Service	Service Provider / Commissioner / Manager	Target: Delivered by October 2014 Outcome: Customers better informed about services delivered Critical Success Factors: Good communication and awareness regarding the catalogue Environmental Impacts: None	01 October 2014	Head of Business & Technology Services	No impact	None	
14-BTS02	Here to Help Continue to work with both partner Councils to develop the role and capabilities of super users to encourage better utilisation of systems and better communication between the shared service and service departments.	Service Provider / Commissioner / Manager	Target: Priority Services to utilise super users by September 2014 Outcome: Improved satisfaction with IT services as a result of better communication Critical Success Factors: Super users to be given sufficient time to effectively fulfil the role Environmental Impacts: No direct impacts	01 September 2014	Head of Business & Technology Services	Corporate Initiative	None	
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-BTS03	Deliver and implement a business case for rationalising and improving the print solutions delivered corporately across partner Councils	Service Provider / Commissioner / Manager	Target: Business case to be delivered by June 2014. Implementation by December 2014. Outcome: Positive feedback from customers relating to new solutions and financial savings (to be identified in business case) Critical Success Factors: Flexible and resilient print solutions Environmental Impacts: Potential to reduce use of consumables and energy usage	01 December 2014	Head of Business & Technology Services	Corporate Initiative	None	
14-BTS04	Improve the resilience of IT systems support by rationalising and harmonising line of business applications across partner Councils	Service Provider / Commissioner / Manager	Target: Priority systems delivered by January 2015 Outcome: Reduced costs and all priority systems to be supported by at least 2 BATS staff Critical Success Factors: Service capacity to support changes to systems where appropriate Environmental Impacts: None as changes relate mainly to software	31 January 2015	Head of Business & Technology Services	All service areas will need to be involved in initial analysis of need to amend/change existing systems	None	

This page is intentionally left blank

People and Property Services - Service Plan 2014/15

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute							
Deliver strong and relevant services							
14-PPS01	To deliver 'Here to help'	Community Leadership Service Provider / Commissioner / Manager	Target: Make 'Here to Help' happen Outcome: Improved staff morale and engagement. Increased number and breadth of examples of staff going the extra mile for customers measured through the Staff Survey and Pulse Surveys. Critical Success Factors: Implementation of pulse surveys. Environmental Impacts: None	31 January 2015	Head of People and Property and the 'Here to Help' Steering Group	Customer Services	Health and Wellbeing
14-PPS02	Develop a Learning and Development Plan to support first line managers (linked to action PPS01)	Service Provider / Commissioner / Manager	Target: Supporting managers to manage people effectively Outcome: Positive employee relations climate measured through the Staff Survey. Critical Success Factors: Support from HR: Managers handbook: learning and development of front line managers including developing coaching skills and support from coaches Environmental Impacts: None	31 March 2015	Head of People and Property	All staff	None
14-PPS03	Review Human Resources (HR) policies in line with the Policy Development Plan	Service Provider / Commissioner / Manager	Target: 5 policies in the Policy Development Plan reviewed. Outcome: 3 of which will reduce costs and 2 will bring further improvements in employee relations measured through the Staff Survey. Critical Success Factors: Consultation with UNISON, involvement of managers and communications with staff. Environmental Impacts: None	31 March 2015	Head of People and Property	UNISON	None
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities							
Deliver value for money and reduce our reliance on central government funding							
14-PPS03	Develop an Investment Strategy	Service Provider / Commissioner / Manager Influencer Enabler	Target: Develop an Investment Strategy by December 2014. Outcome: Agreed investment strategy with clear governance arrangements. Funding from the Investment Strategy supporting core services from 2019. Critical Success Factors: Resources Environmental Impacts: None	31 December 2014	Head of People and Property	Finance	None

Action Plan						Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing
14-PPS04	Implement the Compliance Action Plan which will be monitored by the Operational Risk Management Group	Service Provider / Commissioner / Manager	<p>Target: Action plan implemented and reviewed through the Operational Risk Management Group to identify further actions during the course of the year.</p> <p>Outcome: All council property and practices up to date with compliance legislation in relation to property.</p> <p>Critical Success Factors: System monitoring through the Operational Risk Management Group.</p> <p>Environmental Impacts: Possible energy efficiencies / improvements.</p>	Ongoing - 31 March 2015	Head of People and Property	Environment Services Corporate Risk and Procurement	None
14-PPS05	Further develop the Help desk for Facilities Management and Property	Service Provider / Commissioner / Manager	<p>Target: Further systems improvements to be implemented with ITSG in 2014</p> <p>Outcome: Ongoing speedy response to Facilities Management requests. Development of preventative maintenance to anticipate and address issues.</p> <p>Critical Success Factors: Regular monthly communication on performance to staff and management.</p> <p>Environmental Impacts: None</p>	30 September 2014	Head of People and Property	ITSG	None
14-PPS06	Develop a Preventative Maintenance programme	Service Provider / Commissioner / Manager	<p>Target: Programme in place by December 2014 and implement to commence from January 2015.</p> <p>Outcome: Planned and prioritised maintenance agreed with management to protect the assets of East Herts.</p> <p>Critical Success Factors: Resources within Facilities Management and Property and budget.</p> <p>Environmental Impacts: Potential impacts however need to be determined.</p>	31 March 2015	Head of People and Property	None	None
14-PPS07	Review and monitor the capital programme	Service Provider / Commissioner / Manager	<p>Target: To implement all approved Capital Schemes for 2014/15 on time and within budget.</p> <p>Outcome: Refurbishment and maintenance of current East Herts premises and assets. So that agreed project work is delivered and spending happens within funds and allocated years.</p> <p>Critical Success Factors: 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. Availability of materials, plant & equipment and resources within Facilities Management and Property.</p> <p>Environmental Impacts: Secure reduction to CO2 as per specific objectives of individual projects.</p>	31 March 2015	Head of People and Property	None	None
14-PPS08	Implement improvements in procurement in relation to maintenance of East Herts buildings and properties	Service Provider / Commissioner / Manager	<p>Target: Implement the findings from the SIAS audit on current procurement arrangements and review the arrangements for a potential joint procurement arrangement.</p> <p>Outcome: Ensuring compliance and VFM with procurement regulations.</p> <p>Critical Success Factors: Resources within Facilities Management and Property</p> <p>Environmental Impacts: None</p>	31 December 2014	Head of People and Property	Procurement	None

Planning and Building Control Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver strong and relevant services								
14-PBC01	DC - Effective management of large scale development proposals - during the 2014/15 year - to include proposals for development at Bishop's Stortford North and others that may come forward through the District Plan	Community Leadership Influencer Enabler Service Provider / Commissioner / Manager	Target: Appropriate decisions made at all relevant stages Outcome: Acceptable development permitted to proceed Critical Success Factors: Staff skills and availability Environmental Impacts: New development	31 March 2015	Head of Planning and Building Control and Development Manager	Housing, Leisure and Community Services	Community Strategy	
Corporate Priority: Place Strapline: Safe and Clean								
Ensure future development best meets the need of the district and its residents								
14-PBC02	Planning Policy - production of and consultation on District Plan strategy	Community Leadership Influencer Enabler	Target: Consultation version available Feb 2014 Outcome: Robust development strategy for district Critical Success Factors: Staff skills and availability Environmental Impacts: Shaping of future built environment of district	31 December 2014	Head of Planning and Building Control and Planning Policy Manager	All Council service areas	Community Strategy	
14-PBC03	Conservation - programme of conservation area assessment work	Community Leadership Influencer Enabler	Target: Completion of further programme of conservation area assessment work Outcome: Conservation area assessments - 12 further assessments completed in the 2014/15 year Critical Success Factors: Appropriate professional input, consultation and Member support Environmental Impacts: Further understanding of quality and value of built environment	31 March 2015	Head of Planning and Building Control and Conservation and Urban Design Officer	N/A	Community Strategy	
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-PBC05	DC and BC - procurement process for replacement IT systems	Service Provider / Commissioner / Manager	Target: Replacement and updated software for both service areas Outcome: More resilient and customer focussed service Critical Success Factors: Cost of software and implementation process Environmental Impacts: Increased customer self-service	31 December 2014	Head of Planning and Building Control and service area managers	IT service	None	
14-PBC06	BC - consideration of service delivery methods - possible mutual arrangement	Service Provider / Commissioner / Manager	Target: Future method of service delivery established Outcome: Efficient service delivery Critical Success Factors: Fully assessed potential scope of business Environmental Impacts: Maintaining safe and healthy built environment	31 December 2014	Head of Planning and Building Control and Building Control Manager	N/A	None	

This page is intentionally left blank

Revenues and Benefits Shared Service - Service Plan 2014/15

Action Plan							Connections	
Action Code	ACTION	What role will the service play? (Please click in the cell to select the relevant role by clicking on the drop down arrow)	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:	Links to partnership wide agendas: - Community Strategy - Health and Wellbeing	
Corporate Priority: Prosperity								
Strapline: Improving the economic and social opportunities available to our communities								
Deliver value for money and reduce our reliance on central government funding								
14-RB01	Evaluate the Council Tax Support scheme (CTS) and make recommendations for a revised scheme if appropriate for 2015/16	Service Provider / Commissioner / Manager	Target: To ensure the administration of the CTS systems is effective for 2014/15, and to identify any revisions for a scheme in 2015/16. Outcome: Customer satisfaction levels maintained at April-November 2013 levels. Critical Success Factors: Smooth assimilation into shared service. Environmental Impacts: None.	31 August 2014	Head of Revenues & 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	None	
14-RB02	Evaluate the NNDR valuation list and explore options to maximise the Rating Valuation (RV)	Service Provider / Commissioner / Manager	Target: Maximisation of income generation for the Council Outcome: Rating Valuation list maximised Critical Success Factors: Availability of resources and funding to carry out project. Environmental Impacts: None.	31 March 2015	Head of Revenues & 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	None	
14-RB03	Implement the changes to the benefits system resulting from the welfare reform, continue working with partners to support customers, and develop the 'Here to Help' agenda, whilst responding proactively to any plans for the roll out of universal credit.	Service Provider / Commissioner / Manager	Target: To ensure the administration of the Housing Benefit and CTS systems is effective for 2014/15, whilst developing relationships with partners to support customers and provide a quality service. Outcome: Customer satisfaction levels maintained at April-November 2013 levels. Critical Success Factors: Stable workloads and staff resources. Environmental Impacts: None.	31 March 2015	Head of Revenues & 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	None	
14-RB04	Explore and respond to the principals of the audit commissions 'protecting the public purse' as they impact on this service area.	Service Provider / Commissioner / Manager	Target: To ensure the service is proactively engaged with the prevention and detection of fraud across the whole area of operation. Outcome: Fraud prevention and detection are promoted and actioned Critical Success Factors: Stable workload and resources. Environmental Impacts: None.	01 March 2015	Head of Revenues & 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	None	

This page is intentionally left blank

EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 11 FEBRUARY 2014

EXECUTIVE – 4 MARCH 2014

REPORT BY THE LEADER OF THE COUNCIL

8. 2013/14 PERFORMANCE INDICATOR ESTIMATES AND FUTURE TARGETS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report sets out the performance indicators that the Council monitors and publishes annually in the Annual Report. The purpose of the report is to advise Members of estimated performance for 2013/14 (based on data available up to end of November 2013) and the targets for the next three years.

<u>RECOMMENDATIONS FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> that	
(A)	The 2013/14 estimated outturns be scrutinised and the Executive be advised that the future targets for 2014/15, 2015/16 and 2016/17 should be approved; and

<u>RECOMMENDATIONS FOR THE EXECUTIVE:</u> that	
(A)	The 2013/14 Estimated outturns be noted; and
(B)	The future targets for 2014/15, 2015/16 and 2016/17 be approved.

1.0 BACKGROUND

- 1.1 Due to the pressures on local government budgets and increasing needs of some of our customers, 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.

1.2 Practice has been that 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 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 resources and capacity are to be maintained.




2.0 ESTIMATES AND TARGETS

2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the performance indicators that formed the 2013/14 corporate basket of measures, and therefore contains:

- The estimate for 2013/14 compared with the target and the 2012/13 outturn, based on data available up to end of November 2013.
- Targets for 2014/15, 2015/16 and 2016/17.




3.0 INITIAL ANALYSIS – ESTIMATE OUTTURNS

3.1 There are a total of **52** performance indicators of these **51** performance indicators have a target for 2013/14.

	TARGET	
77% (40)		Indicators are on or above target
6% (3)		Indicators are 1-5% off target
13% (7)		Indicators are 6% or more off target
4% (2)	N/A or TBD	Unable to analyse as no target for 2013/14 or estimate not available or is still to be determined

3.2 There are **52** performance indicators (including sub-parts) for which

there is an estimated outturn for 2013/14.

IMPROVEMENT	
38% (20)	 Indicators have improved
13% (7)	 Indicators have stayed the same
40% (21)	 Indicators have worsened
4% (2)	TBD Estimate still to be determined
4% (2)	N/A No data available as indicator as there is no 2012/13 outturn

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

People:

- EHPI 2.15 – Health and safety inspections (proactive project based on health and safety interventions).

Place:

- EHPI 155 – Number of affordable homes delivered (gross)
- EHPI 157a – Processing of planning applications: Major applications
- EHPI 197 – Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented
- EHPI 218b – Abandoned vehicles – removed in 24 hours
- EHPI 86 – Cost of household waste collection

Prosperity:

- EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage

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

People

- EHPI 3b – Usage: number of swims (16 - 60)
- EHPI 4a – Usage: Gym (16 - 60)

Place:

- EHPI 192 – Percentage of household waste sent for reuse, recycling and composting

3.5 The following is a list of performance indicators that have shown a **decline** in performance:

People:

- 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 1e – % of customers satisfied with the service – Buntingford
- EHPI 3b – Usage: number of swims (16 - 60)
- EHPI 3c – Usage: number of swims (60 +)
- EHPI 2.15 – Health and safety inspections (proactive project based on health and safety interventions).
- EHPI 184 – Food establishments in the area which are broadly compliant with food hygiene law

Place:

- EHPI 155 – Number of affordable homes delivered (gross)
- EHPI 157a – Processing of planning applications: major applications
- EHPI 157c – Processing of planning applications: other applications
- EHPI 2.1d – Planning Enforcement: Initial Site Inspections
- EHPI 195c – Improved street and environmental cleanliness: Graffiti
- EHPI 195d – Improved street and environmental cleanliness: Fly-posting
- EHPI 2.18a – Abandoned vehicles - identified within 24 hours
- EHPI 2.18b – Abandoned vehicles - removed in 24 hours
- EHPI 2.2(45) – Waste: missed collections per 100,000

- collections of household waste
- EHPI 2.4 – Fly-tips: removal
- EHPI 86 – Cost of household waste collection

Prosperity:

- 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)

4.0 INITIAL ANALYSIS - TARGETS

4.1 The following is a list of performance indicators (please note the comparisons relate to 2013/14 target compared to 2014/15 target) where targets have been set to **improve** performance (See **Essential Reference Paper 'B'** for justification of change):

- EHPI 157b – Processing of planning applications: minor applications
- EHPI 2.1e – Planning Enforcement: Service of formal Notices
- EHPI 191 – Residual household waste per household
- EHPI 2.2(45) – Waste: missed collections per 100,000 collections of household waste
- EHPI 6.9 – Turnaround of PCN Representations (calendar days)
- EHPI 8 – % of invoice paid on time

4.2 The following is a list of performance indicators where targets have been set to **reduce** performance (i.e. performance will worsen):

- EHPI 86 - Cost of household waste collection.

4.3 For the remaining performance indicators targets have been set to maintain current performance level.

5.0 PERFORMANCE INDICATORS – NEW, AMENDED AND DELETED

5.1 The performance indicators (listed below) have been recommended for deletion by the three scrutiny performance indicator review teams see **Essential Reference Paper 'B'** for full details, but for summary they are:

- EHPI 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 156 – Buildings accessible to people with a disability
- EHPI 7.35 – Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)

5.2 The performance indicators (listed below) are new measures recommended to be added for 2014/15 by the three scrutiny performance indicator review teams:

- EHPI 9.1 – Percentage availability of core systems during supported hours
- EHPI 9.2 – Percentage Resolution of Incidents Within 4 Hours
- EHPI 9.3 – Percentage Reduction in the Number of Incidents
- EHPI 9.4 – Percentage of Calls Abandoned on ICT Service Desk
- EHPI 9.5 – Percentage of Calls Resolved at First Point of Contact
- EHPI 9.6 – Satisfaction with ICT Services
- EHPI 9.7 – Delivery of Key ICT Projects
- EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy
- EHPI 10.1 – Council tax support caseload
- EHPI 10.2 – Council tax collection, % of current year liability collected
- EHPI 10.3 – Housing benefit caseload
- EHPI 10.4 – NNDR (Business Rates) collection, % of current year liability collected
- EHPI 10.5 – A further indicator will be introduced to measure the processing of council tax support (CTS)
- EHPI 11.1 – Rental income from traders
- EHPI 11.2 – Number of producers at Hertford farmers market
- EHPI 2.5 – Total waste collected by the district (kg per household)
- EHPI 2.6 – Percentage of residual waste (refuse) sent for disposal

5.3 Data will be reported against these measures during 2014/15 so targets can be set from 2015/16 onwards.

5.4 Taking account of the changes listed in paragraph 5.1 and 5.2 the total number of measures to be included in the East Herts

Performance Indicator basket for 2014/15 will be 64 (compared to 52 for 2013/14).

6.0 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 have proposed a list of indicators to be spot checked. The indicators have been selected based on the following criteria:

- Performance indicators where there were data quality concerns highlighted in the 2012/13 outturn process
- Performance indicators where monthly and or quarterly data has been challenged within the year
- Performance indicators that have been introduced in the last 2 years.

This is to ensure that we have a focused approach to maintain the highest level of data quality standards and that data is inputted correctly.

6.3 Scrutiny is to note the list of performance indicators detailed in **Essential Reference Paper 'C'**. When undertaking the spot checks the service will be looking to see if the indicator has been reported as per the indicator definition, to the correct decimal place and calculated correctly.

7.0 BENCHMARKING

7.1 There are two tools that can be used to give an indication of how East Herts performance compares with other district councils. Firstly the 'Value for Money Profiles' hosted by the Audit Commission which compares cost and performance and secondly 'LG Inform' which has been developed by the Local Government Association.

7.2 Where comparative data exists **Essential Reference Paper 'D'** compares East Herts performance with the all district position. As the data is sourced from a variety of datasets some of which are not an indicator but for an example a statistical return, the latest available data is listed.

7.3 In summary there are seven indicators where benchmarking data is available. When looking at the latest data available on the LG Inform site, five indicators are estimated to be performing better than the district average, one in line with the district average and the other below average.

Background Papers

None.

Contact Member: Councillor Tony Jackson – Leader of the Council.
anthony.jackson@eastherts.gov.uk

Contact Officer: Ceridwen Pettit, Corporate Planning and Performance Manager – Extn: 2240. ceri.pettit@eastherts.gov.uk

Report Author: Karl Chui, Performance Monitoring Officer (Strategic Direction), Extn: 2243. karl.chui@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p>People <i>This priority focuses on enhancing the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</i></p> <p>Place <i>This priority focuses on the standard of the built environment and our neighbourhoods and ensuring our towns and villages are safe and clean.</i></p> <p>Prosperity <i>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic and social opportunities.</i></p>
Consultation:	Performance monitoring discussions have taken place between 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.

This page is intentionally left blank

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14				2014/15	2014/15	2015/16	2016/17		
		Outturn	Target 2013/14	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
Corporate Priority: People												
EHPI 1a	% of customers satisfied with the service - All	85%	65%	"Good" 70%	▼	😊	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1b	% of customers satisfied with the service - Leventhorpe	87%	65%	"Good" 70%	▼	😊	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1c	% of customers satisfied with the service - Hartham	89%	65%	"Good" 70%	▼	😊	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services

Page 140 C00140	Indicator	Past Performance	Current Performance				Future Performance				Lead Service
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17		
		Outturn	Target 2013/14	Estimated outturn	Performance Short term trend Status	Notes	Target	Stretch Target	Target	Target	
EHPI 1d	% of customers satisfied with the service - Fanshawe	70%	65%	"Good" 70%	—	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1e	% of customers satisfied with the service - Buntingford	90%	65%	"Good" 70%	▼	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 1f	% of customers satisfied with the service - Grange Paddocks	67%	65%	"Good" 70%	▲	The 2013/14 value is expected to be achieved. It is worth noting that the average Net Promoter Score (NPS), a management tool used to gauge customer loyalty, is now being used by SLM on all its data catching surveys on the exit surveys. NPS assists in getting a clear measure of your company performance through its customers eyes. 2013/14, 2015/16 and 2016/17 targets have been set to achieve the "Good" Banding (65-79%) using SLMs Customer Experience Measure, the effect of the NPS scoring may require a review in the future.	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	"Good" Banding (65 - 79%) SLM Customer Experience Measure	Environment Services
EHPI 3a	Usage: number of swims (under 16)	40,427	38,000	42,000	▲	Annual target is expected to be achieved and surpassed. In 2013/14 SLM have been very successful in the promotion of junior swims and have invested in equipment (inflatables) to encourage the junior fun swims as well as adding several additional fun swim sessions aimed at younger swimmers.	Targets for usage indicators are based on current financial year outturn, so will be set once the 2013/14 outturn is available.				Environment Services







Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service		
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17				
		Outturn	Target 2013/14	Estimated outturn	Performance	Notes	Target	Stretch Target	Target	Target			
			Short term trend	Status									
EHPI 3b	Usage: number of swims (16 - 60)	109,546	105,000	100,000	▼	☹️	Due to the accumulated drop from March 2013 to November 2013 of swim throughput for the 16 - under 60 year old age group. It is unlikely that SLM will be able to achieve the year end target. However, SLM have managed to keep the all age groups total throughput in line with the 2012/13 total throughput. This is due to the successful marketing and increase in use by the Under 16 years age group.	Targets for usage indicators are based on current financial year outturn, so will be set once the 2013/14 outturn is available.					Environment Services
EHPI 3c	Usage: number of swims (60 +)	28,542	25,000	25,000	▼	😊	Annual target is expected to be achieved.						Environment Services
EHPI 4a	Usage: Gym (16 - 60)	182,172	187,000	185,000	▲	☹️	Annual target is not expected to be achieved, but should still be higher than the 2012/13 value, around 185,000. Membership sales are steady but December 2013 and January 2014 sales will give a better view on direction of travel with this group.						Environment Services
EHPI 4b	Usage: Gym (60 +)	16,102	16,800	16,800	▲	😊	Annual target is expected to be achieved.						Environment Services
EHPI 129	Response time to Anti Social Behaviour complaints made to East Herts Council	98.75%	100.00%	100.00%	▲	😊	Annual target is expected to be achieved.	100.00%	100.00%	100.00%	100.00%	Community Safety and Health	
EHPI 2.15	Health & safety inspections (proactive project based on health and safety interventions)	100%	80%	0%	▼	☹️	Estimated outturn below target for health and safety premises inspections. This is due to a shortfall of staffing resources and increased work demands in other disciplines, work on projects relating to this target have been delayed. Target not recoverable with existing resources.	80%	N/A	80%	80%	Community Safety and Health	
EHPI 184	Food establishments in the area which are broadly compliant with food hygiene law	88%	85%	85%	▼	😊	Annual target is expected to be achieved. The service is on track to have 85% of businesses being classed as broadly compliant by March 2014.	85%	90%	85%	85%	Community Safety and Health	
EHPI 181	Time taken to process Housing Benefit new claims and change events (Calendar days)	18.4 days	15 days	10 days	▲	😊	Annual target is expected to be exceeded.	15 days	15 days	15 days	15 days	Revenues and Benefits	












Page 142 Core	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17			
		Outturn	Target 2013/14	Estimated outturn	Performance	Notes	Target	Stretch Target	Target	Target		
			Short term trend	Status								
Corporate Priority: Place												
EHPI 154	Net additional homes provided	699	507	TBA Available in Feb 2014	TBA	TBA	Information relating to housing delivery is gathered through the production of the Annual Monitoring Report (AMR). This work will be undertaken in February 2014 and therefore the information is not currently available.	Available from February 2014				Planning and Building Control
EHPI 155	Number of affordable homes delivered (gross)	175	200	137	▼	☹	The estimated outturn for this year is 137 affordable units. This is lower than first estimated as the housing associations haven't gained planning permission on their assets sites as early as anticipated so start on site is delayed.	200	N/A	200	200	Housing Services
EHPI 157a	Processing of planning applications: major applications	56.00%	60.00%	50.00%	▼	☹	Annual target is not likely to be met due in part to the delays in processing applications experienced in the first quarter of 2013/14. The delays were a result of a combination of the lack of a committee meeting in April 2013 and the caution in relation to advancing preparation of legal agreements prior to committee consideration because of the abortive work this can constitute and the priority assigned to caseloads within the Development Management team. The service is expecting future performance to improve as a new system which allows application time scales to be extended has come into force since the third quarter allowing the service more flexibility to wait for decisions to be made.	60.00%	N/A	60.00%	60.00%	Planning and Building Control
EHPI 157b	Processing of planning applications: minor applications	78.00%	70.00%	80.00%	▲	☺	Annual target is expected to be achieved.	80.00%	N/A	80.00%	80.00%	Planning and Building Control
EHPI 157c	Processing of planning applications: other applications	92.00%	90.00%	91.00%	▼	☺	Annual target is expected to be achieved.	90.00%	N/A	90.00%	90.00%	Planning and Building Control









Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14				2014/15	2014/15	2015/16	2016/17		
		Outturn	Target 2013/14	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 159	Supply of ready to develop housing sites	90.0%	N/A	TBA Available in Feb 2014	TBA	N/A	The estimate for the outturn for the current year is based on an assessment of land supply and housing delivery during the year. This information is gathered through the production of the Annual Monitoring Report (AMR). It is likely to come forward in February 2014 and this information will be available from that time. It is not possible to establish targets for subsequent years as the land supply for each is affected by the amount of development that takes place in previous years. This cannot be predicted in advance.					Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	82.00%	75.00%	80.00%	▼	😊	Annual target is expected to be achieved.	75.00%	N/A	75.00%	75.00%	Planning and Building Control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	56.00%	50.00%	100.00%	▲	😊	Annual target is expected to be achieved.	70.00%	N/A	70.00%	70.00%	Planning and Building Control
EHPI 2.23	Planning decisions delegated.	90%	90%	96%	▲	😊	Annual target is expected to be achieved.	90%	N/A	90%	90%	Planning and Building Control
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	10	▬	😊	Annual target is expected to be achieved.	10	N/A	10	10	Community Safety and Health
EHPI 191	Residual household waste per household	464 kgs	458 kgs	450 kgs	▲	😊	Annual target is expected to be achieved. The anticipated increase in recycling engendered by SPARC should see waste levels reduce from November onwards to meet the expected level for this year. Although the national and county wide trend is for a gradual increase in household waste arisings the expectancies for 2014/15 and 2015/16 should remain at the levels set of 448 kgs and 446 kgs per household.	448 kgs	N/A	446kgs	446kgs	Environment Services
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	47.46%	51.00%	49.00%	▲	😐	Estimated outturn anticipated at 49%, 2 % below the original expectancy due to a continued decline in the amount of paper being collected. Nonetheless to allow for the beneficial effect of SPARC the original expectancies of 51% & 52% for 2014/15 & 2015/16 respectively should be retained.	51.00%	N/A	52.00%	52.00%	Environment Services

Page 14 Caption 14	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17			
		Outturn	Target 2013/14	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target		Target
EHPI 195a	Improved street and environmental cleanliness: Litter	2%	2%	2%	—	😊	Annual target is expected to be achieved. Although results for Tranche 1 & 2 show litter below Grade B at less than the 2% target previous winters have shown that litter levels increase in the last 4 months.	2%	N/A	2%	2%	Environment Services
EHPI 195b	Improved street and environmental cleanliness: Detritus	7%	7%	7%	—	😊	Annual target is expected to be achieved. Detritus below Grade B is currently 4% but it is expected that this will rise during the winter (the dirty quarter) due to grit, mud after rain etc.	7%	N/A	7%	7%	Environment Services
EHPI 195c	Improved street and environmental cleanliness: Graffiti	0.00%	1.00%	1.00%	▼	😊	Annual target is expected to be achieved. 1% Level below Grade B currently less than 1% but a marginal movement in the last quarter could bring performance back to the 1% expectancy.	1.00%	N/A	1.00%	1.00%	Environment Services
EHPI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	1%	▼	😊	Annual target is expected to be achieved. Currently level of fly posting below Grade B is less than 1% but this could rise in last quarter to the 1% expectancy.	1%	N/A	1%	1%	Environment Services
EHPI 197	Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	27.40%	42.40%	27.40%	—	😞	The estimated outturn is the same as last years outturn, due to financial savings less activity and a reduced level of monitoring this is likely to mean that future data will show no increase in activity.	No future targets have been set as these indicators are proposed for deletion from 2014/15 as recommended by the Scrutiny PI review group.				Environment Services
EHPI 218a	Abandoned vehicles - identified within 24 hours	99.19%	90.00%	95.00%	▼	😊	Annual target is expected to be achieved. It is anticipated that performance will either meet or better the 95% target. This indicator is to be discontinued after this year.					Environment Services
EHPI 218b	Abandoned vehicles - removed in 24 hours	100.00%	96.00%	82.00%	▼	😞	As the level of vehicles that have to be removed is very low any failure to remove within 24 hours has a disproportional affect on this indicator, which is currently 71%, but expected to rise to 82% by the year end. This indicator is to be discontinued after this year.					Environment Services







Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17			
		Outturn	Target 2013/14	Estimated outturn	Performance	Notes	Target	Stretch Target	Target	Target		
			Short term trend	Status								
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	28.95	47.00	47.00	▼	😊	Annual target is expected to be achieved. Although there has been a major increase in missed collections in November, due to the major scheduling changes required to implement SPARC it is expected that levels will fall as crews gain familiarity and the target level will be met.	46.00	N/A	45.00	45.00	Environment Services
EHPI 2.4	Fly-tips: removal.	1.47 days	2.00 days	1.50 days	▼	😊	Annual target is expected to be achieved. Expectancy is that performance will better the target by an average 1/2 a day per fly tip.	2 days	N/A	2 days	2 days	Environment Services
EHPI 86	Cost of household waste collection	£36.31	£43.88	£56.43	▼	😞	The revised estimate for 2013/14 is slightly higher than the original estimate due to a one off cost of circa £655k incurred to terminate the leases on the old refuse vehicles following the implementation of SPARC.	£48.05	N/A	£49.06	£50.04	Environment Services
EHPI 90b	Satisfaction with waste recycling	N/A	75%	80% (Actual)	N/A	😊	Outturn exceeds target. 80% of residents said they were satisfied with the service for the collection of items for recycling and composting overall. The proportion of residents that reported satisfaction with the collection of items for recycling and composting overall was 77% in 2011.	N/A	N/A	80.00%	N/A	Environment Services
Corporate Priority: Prosperity												
EHPI 5.1	% of complaints resolved in 14 days or less	79.40%	70.00%	76.25%	▼	😊	Annual target is expected to be achieved. After 8 months 61 out of 80 (76.25%) cases have been responded to within 10 working days. 70 Stage One cases and 10 Stage Two. It is anticipated that this trend will continue for the remainder of the year as Stage Two cases tend to take longer to investigate than Stage Ones. The service proposed that the current target of 70% remain the same for the coming three years as it is difficult to predict the number of complaints received and how quickly they can be resolved by services. The service suggests that the target be reviewed if and when outturn consistently exceeds 70%. Review in 2015/16 to increase target to 75% or 80% if current level maintained.	70.00%	N/A	70.00%	70.00%	Customer Services and Parking

Page 146 Caption 146	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14				2014/15	2014/15	2015/16	2016/17		
		Outturn	Target 2013/14	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	36.70%	30.00%	35.71%			25 out of 70 cases have been upheld during the last 8 months. These figures are the same as for the same period last year. It is anticipated that this trend will continue for the rest of the year. There has been an increase in complaints received by the Revenues section over the last twelve months due to changes in legislation and an increased workload for the service. The target was increased to 30% last year to be reviewed over the following two years. As the level of complaints upheld has not significantly changed since last year, it is proposed that the target remains the same for the next year. To be reviewed in 2015/16.	30.00%	N/A	30.00%	30.00%	Customer Services and Parking
EHPI 5.2b	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	0.00%	25.00%	10.00%			Annual target is expected to be achieved. 10 Stage Two complaints have been decided in the first 8 months of this year and only one has been upheld. It is estimated that a further 5 complaints could be received during the next four months with one or two being upheld. As very few complaints are escalated to Stage Two any cases upheld have a big impact on the final statistics. It is proposed that the target of 25% remains the same. Very few complaints are escalated to Stage Two and one or two decisions in favour of the complainant can have a big impact on the final percentage.	25.00%	N/A	25.00%	25.00%	Customer Services and Parking
EHPI 5.4	% of complaints to the Local Government Ombudsmen that are upheld	0%	0%	0%			Annual target is expected to be achieved. Only 4 cases have been reviewed by the LGO so far compared with 9 during the same period last year. The LGO has decided not to investigate two cases and one was forwarded to the Council to deal with as it not gone through the council's corporate complaints process. There is one currently being investigated by the LGO. The decrease in LGO complaints investigated appears due to the changes they have made in their processes. Looking at trends for this PI, it is proposed that the target remains at 0%.	0%	N/A	0%	0%	Customer Services and Parking

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14				2014/15	2014/15	2015/16	2016/17		
		Outturn	Target 2013/14	Estimated outturn	Performance	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 6.8	Turnaround of Pre NTO PCN challenges (calendar days)	12 days	14 days	10 days			Annual target is expected to be achieved. 2013/14 IT enhancements have improved turnaround efficiencies and ensured a consistently good turnaround.	14 days	N/A	14 days	14 days	Customer Services and Parking
EHPI 6.9	Turnaround of PCN Representations (calendar days)	12 days	28 days	11 days			Annual target is expected to be achieved.	14 days	N/A	14 days	14 days	Customer Services and Parking
EHPI 8	Percentage of invoices paid on time.	97.59%	98.00%	98.50%			Performance so far in 2013/14 is above the original target for the year so future targets can be increased to 98.50%.	98.50%	99.00%	99.00%	99.00%	Financial Support Services and Performance
EHPI 3	Overall satisfaction with the authority.	N/A	65%	70% (Actual)	N/A		Outturn exceeds target. 70% of residents were satisfied with the way East Herts Council runs things. The proportion of residents that reported satisfaction with the way East Herts Council is running East Herts was 51% in 2011. The difference in satisfaction between 2013 and 2011 may be due in part to the positioning of the question; being at the start of the questionnaire in 2013, rather than after the questions on the most important things that make somewhere a good place to live and what, if anything, most needs improving about the local area. A preamble (stipulated by the LGA guidance) was also present in the 2013 questionnaire and not in the 2011 questionnaire. This preamble explained that residents receive services from two councils, East Herts Council and Hertfordshire County Council. It then explained that the survey is asking about East Herts Council which is responsible for services such as refuse collection, street cleaning and planning. The	N/A	N/A	65.00%	N/A	Communications, Engagement and Cultural Services
EHPI 156	Buildings accessible to people with a disability.	91.00%	91.00%	91.00%			Annual target is expected to be achieved. Estimated outturn is going to be on target as no new work has been carried out over 2013/14.	No future targets have been set as these indicators are proposed for deletion from 2014/15 as recommended by the Scrutiny PI review group.				People and Property Services
EHPI 7.35	Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)	-1.5%	1% +/-	0.0%			Annual target is expected to be achieved. Estimated year end position is likely to meet the profile of £398,300.					People and Property Services

Page 148 Caption	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17			
		Outturn	Target 2013/14	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 12a	Number of short- term sickness absence days per FTE staff in post	4.50 days	5.00 days	2.50 days			Annual target is expected to be achieved. The annual target is to remain the same for next year (2014/15 = 5 days). Targets to be reviewed by the Human Resource Committee when the absence policy is considered. Date to be confirmed. It is estimated that the short term absence figures will be under the end of year target. The current estimate is 2.5 days.	5.00 days	N/A	5.00 days	5.00 days	People and Property Services
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	1.70 days	2.50 days	1.00 days			Annual target is expected to be achieved. The target is to remain the same for the next year (2014/15 = 2.50 days) . Targets to be reviewed by the Human Resource Committee when the absence policy is considered. Date to be confirmed. Long term absence will remain under target and is not expected to rise above 1 day. So estimated performance for 2013/14 is 1.00 days.	2.50 days	N/A	2.50 days	2.50 days	People and Property Services
EHPI 12c	Total number of sickness absence days per FTE staff in post	6.26 days	7.50 days	4.00 days			Annual target is expected to be achieved. The annual target is to remain the same for next year (2014/15 = 7.5 days). Targets to be reviewed by the Human Resource Committee when the absence policy is considered. Date to be confirmed. It is estimated that the total number of absence figures will be under the end of year target. The current estimate is 4 days.	7.50 days	N/A	7.50 days	7.50 days	People and Property Services
EHPI 15	Ill Health Retirements	0.28%	3.23%	0.00%			Annual target is expected to be achieved. The target is to remain the same as this year (2014/15 = 3.23%). Targets to be reviewed by the Human Resource Committee when the absence policy is considered. Date to be confirmed. There have been no ill health retirements this year and none are expected. Therefore we are predicting a nil return.	3.23%	N/A	3.23%	3.23%	People and Property Services

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	
		2012/13	2013/14			2014/15	2014/15	2015/16	2016/17			
		Outturn	Target 2013/14	Estimated outturn	Performance	Notes	Target	Stretch Target	Target	Target		
					Short term trend		Status					

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 2012/13	
	performance is improving
	performance is the same
	performance in worsening

This page is intentionally left blank

Data Quality Spot Check

Code	Indicator	Issue(s)	Lead Service
Corporate Priority: People			
EHPI 1a	% of customers satisfied with the service - All	Data quality issues have been raised with regard to the data collection methodology not being consistent in the way SLM provide data to the leisure manager.	Environment Services
EHPI 1b	% of customers satisfied with the service - Leventhorpe		Environment Services
EHPI 1c	% of customers satisfied with the service - Hartham		Environment Services
EHPI 1d	% of customers satisfied with the service - Fanshawe		Environment Services
EHPI 1e	% of customers satisfied with the service - Buntingford		Environment Services
EHPI 1f	% of customers satisfied with the service - Grange Paddocks		Environment Services
Corporate Priority: Place			
EHPI 159	Supply of ready to develop housing sites	Concerns have been raised over the clarity of the annual outturn produced (currently using a supply projection of either 3.8 years and 4.5 years)	Planning and Building control
Corporate Priority: Prosperity			
EHPI 12c	Total number of sickness absence days per FTE staff in post	New HR system (Wealden) was introduced in 2013/14 to support the recording of HR data. In the June Corporate Healthcheck Report monthly data had to be restated for April and May 2013 due to an accounting error on the new HR system (Wealden). In the October Corporate Healthcheck Report concern was expressed at DMT meetings regarding the accuracy of sickness data. Decision made by CMT on 26 November to include this indicator in the annual data quality spot check.	Human Resources

This page is intentionally left blank

Code	Indicator	Past Performance	Current Performance				Future Performance				Lead Service	LG Inform (LGA) Benchmarking Data		Value for Money Profiles (Audit Commission) Benchmarking Data	
		2012/13	2013/14			2014/15	2015/16	2016/17	2017/18	Average (All Districts)		Status (East Herts estimated performance compared to all district average position)	Average (All Districts)	Status (East Herts estimated performance compared to all district average position)	
		Outturn	Target 2013/14	Estimated outturn	Performance Short term trend	Status	Target	Stretch Target	Target						Target
Corporate Priority: People															
EHPI 181	Time taken to process Housing Benefit new claims and change events (calendar days)	18.4 days	15 days	10days	▲	😊	15 days	15 days	15 days	15 days	Revenues and Benefits	10 days (2012/13)	Average	Not available	Not available
Corporate Priority: Place															
EHPI 155	Number of affordable homes delivered (gross)	175	200	137	▼	😞	200	N/A	200	200	Housing Services	85 (2012/13)	Better than average	103 (2011/12)	Better than average
EHPI 157a	Processing of planning applications: major applications	56.00%	60.00%	50.00%	▼	😞	60.00%	N/A	60.00%	60.00%	Planning and Building Control	65% (Q3 2013 data)	Below Average	62% (Q1 2012 data)	Below Average
EHPI 157b	Processing of planning applications: minor applications	78.00%	70.00%	80.00%	▲	😊	80.00%	N/A	80.00%	80.00%	Planning and Building Control	68% (Q3 2013 data)	Better than average	68% (Q1 2012 data)	Better than average
EHPI 157c	Processing of planning applications: other applications	92.00%	90.00%	91.00%	▼	😊	90.00%	N/A	90.00%	90.00%	Planning and Building Control	82% (Q3 2013 data)	Better than average	82% (Q1 2012 data)	Better than average
EHPI 191	Residual household waste per household	464 kgs	458 kgs	450 kgs	▲	😊	448 kgs	N/A	446kgs	446kgs	Environment Services	466.35kg 2012/13	Better than average	471kg 2011/12	Better than average
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	47.46%	51.00%	49.00%	▲	😊	51.00%	N/A	52.00%	52.00%	Environment Services	43.31% 2012/13	Better than average	43.42% 2011/12	Better than average

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 2012/13	
▲	performance is improving
▬	performance is the same
▼	performance is worsening

This page is intentionally left blank

EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 11 FEBRUARY 2014

THE EXECUTIVE – 4 MARCH 2014

REPORT BY THE EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

9. CAR PARK PAY AND DISPLAY CHARGES 2014/15 – 2015/16

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of this report is to present policy proposals for off-street pay and display charges in 14/15 and 15/16, for Member consideration and approval.

<u>RECOMMENDATION FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> that	
(A)	The proposals for off-street pay and display charges as detailed in this report and Essential Reference Paper ‘B’ be scrutinised, and
(B)	<p>The Executive be advised that the proposals for the parking pay and display charges policy as detailed in this report be supported; and in particular:</p> <ul style="list-style-type: none"> (i) The changes to pay and display charges detailed in paragraph 2.3 of the report in Hertford, Ware and Bishop’s Stortford. (ii) The introduction of evening charges in Ware, Hertford and Bishop’s Stortford as detailed in paragraph in 2.4 of the report. (iii) The option to add limited resources to enable evening enforcement in order to maintain current day time enforcement levels across the district as detailed in section 2.5 of the report. (iv) The one-off costs to achieve the changes as detailed in section 2.6 of the report. (v) The funding arrangements set out in section 3.1.

RECOMMENDATIONS FOR THE EXECUTIVE: that	
(A)	The comments of the Joint Meeting of Scrutiny Committees be noted;
(B)	The proposals for off-street pay and display charges as detailed in this report and Essential Reference Paper 'B' be recommended to Council, and
(C)	The following associated budget changes be recommended to Council:
(i)	A one-off special item of £30,000 to fund the Traffic Regulation Order, signs and machine programming. This will be funded from the Contingency budget in the 2014/15 budget
(ii)	An increase of £50,000 to the budget for the Council's Enforcement Contract to enable evening enforcement. This will be funded from the contingency budget in the 2014/15 budget and will form part of the overall budget setting process in future years.
(iii)	Additional one off funding of £1,500 in year one and £1,000 per subsequent year for additional reports to monitor car park usage. This will be funded from the contingency budget for 2014/15 and for future years will form part of the overall budget setting process.
(iv)	That £255,000 of the Priority Spend budget be vired to car park income budgets for 2014/15 to address any shortfall in income from these proposals. In 2015/16 the full year effect will be £340,000.
(D)	Officers be requested to:
(i)	Progress the required Traffic Regulation Order.
(ii)	Commence discussions to establish whether Jackson Square can be included within the car park pay and display policy
(iii)	Commence negotiations with the enforcement contractor to establish an evening enforcement operation to cover Hertford, Ware and Bishop's Stortford.

1.0 Background:

1.1 The Council has adopted a fees and charges strategy and key principles on which fees and charges should be set.

These include:

- Any subsidy from Council Tax payers should be deliberate choice
- Discretionary fees should generate income to help deliver improvements in priority services
- Discretionary fees and charges should support the MTFP
- A measure of consistency in setting charges for similar services
- Levels should be set to avoid unnecessary subsidies from the council taxpayer to commercial operations
- If the impact of the increase is likely to be high then consideration be given to the phasing in of changes

1.3 Upon adoption of its Parking and Transport Strategy, East Herts Council confirmed seven policy pillars for the development of its parking service:

- We will seek to maintain car parking income at current levels in real terms.
- We will seek to ensure that users pay for the parking service rather than the council tax payer.
- We will promote existing and explore new technologies to improve the overall convenience of parking in East Herts.
- We will seek where possible and appropriate to match parking capacity with demand.
- We will seek to develop and implement parking solutions that reflect local needs.
- We will make the economic vitality of East Herts a core consideration when developing parking services.
- We will continue to work with partners to look at what additional sustainable transport services may be appropriate and deliverable.

2.0 Report:

2.1 Officers have prepared this report to specify the policy proposals of the Executive Member for Economic Development for off-street

pay and display charges and to set out the associated costs, timescales and risks.

2.2 Inflationary Pressures

2.2.1 The Council established a budgetary requirement of a 2.5% annual uplift to account for inflation. The Council has, however, frozen the budget for car park income since 2010. Most pay and display charges have therefore been held at the same level since 2010/11.

2.2.2 The saving to the motorist in percentage terms of the compound increase forgone is 10.38%. This compares to a compound increase of 11.35% in the Consumer Price Index over the same period.

2.2.3 A decision to keep the budgeted pay and display income frozen for 2014/15 and 15/16 would deliver a saving of £148,000 to the motorist.

2.2.4 It is proposed by the Executive Member for Economic Development that budgeted pay and display income should remain frozen for a further two years, to be next reviewed for 2016/17. This proposal is intended to demonstrate continued support for the economic vitality of our towns.

2.3 Pay and Display Charges

2.3.1 The Council wishes to provide as much support as possible for the economic vitality of its towns, whilst adhering to the established principle that the costs of delivering parking services does not fall on all tax payers in the district.

2.3.2 A new policy of introducing a 30 minute free parking period is proposed by the Executive Member for Economic Development within our main towns of Hertford, Bishop's Stortford and Ware in order to support the convenience of parking for short visits.

2.3.3 This proposed policy does not extend to the car parks in Stanstead Abbots, Buntingford and Sawbridgeworth due to their low use and profile of use. The Town Council in Buntingford subsidises free parking for up to 3 hours and the Town Council in Sawbridgeworth subsidises parking for up to one hour.

- 2.3.4 To ensure consistency it is proposed that the current charging bands in Hertford, Ware and Bishop's Stortford are adjusted to incorporate a free 30 minute period. A flat rate tariff of £1.00 for parking longer than 30 minutes after 4:00pm is also proposed. The resulting tariff bands are detailed in **Essential Reference Paper 'B'**. It will be noted that all tariffs are therefore based on the same cost per half hour of parking (less 30 minutes uncharged) on a sliding scale.
- 2.3.5 Officers have modelled the potential effect on income from these tariffs based on assumptions of the proportion of motorists choosing to move from existing tariffs to the shorter or longer parking periods. These are presented in **Essential Reference Paper 'C'**. It must be noted that it is not possible to predict with confidence the choices motorists will make; thus there is a high degree of uncertainty that the current level of car parking income will be maintained. This is highlighted by the fact that the model where only 25% of motorists choose a lesser tariff is the closest to breakeven in terms of achieving the current level of income from pay and display charges.
- 2.3.6 The range of financial risk varies from a positive income variance of £440,820 if all motorists trade up by choosing a longer stay (unlikely) to a shortfall of £1,112,863 should motorists all trade down (also unlikely). The impact on pay and display income resulting from the changes will fall between these extremes. The Council will base its financial planning on an assumption of 50% trading up and 50% trading down which is calculated to result in a shortfall against current pay and display budgets of £340,000 (full year impact).
- 2.3.7 This policy change on tariffs is proposed for a minimum period of two years, to allow changes to patterns of parking behaviour to be monitored.

2.4 Introduction of Evening Tariffs

- 2.4.1 In order to comply with current East Herts policy that users of car parks should pay for the provision of the service as opposed to the general taxpayer, a new policy of evening charges in Hertford, Bishop's Stortford and Ware is proposed. In these towns, the car parks are used after 6:30pm at no cost to the motorist, with the cost borne by daytime users.
- 2.4.2 It is also proposed that the new policy 30 minutes of uncharged parking is carried over into the evening charge proposals.

- 2.4.3 The evening charge proposed is a flat rate of £1.00 after 6:30pm and is set out in **Essential Reference Paper 'B'**. The potential income estimate varies from £0 where all evening parking is 30 minutes or less to a maximum £148,554 based on samples of current use.
- 2.4.4 It must be noted that on-street parking in resident permit zones and single yellow lines is not restricted in after 6:30pm and that some displacement from the car parks on to the streets will occur should evening charges be adopted.
- 2.4.5 A policy of not charging for evening use in Stanstead Abbots, Sawbridgeworth or Buntingford is proposed as there is little use of the car parks at this time of day and the evening economy is less developed.

2.5 Enforcement

- 2.5.1 The policy of introducing evening car park charges requires the Council to consider an appropriate level of enforcement.
- 2.5.2 The Council has saved £250,000 per annum on the new enforcement contract which was implemented at the beginning of 2012. This reduction in operational cost has helped the Council freeze its parking charges; however, it also means that there is insufficient capacity to divert enforcement from the day time operation to the evening without jeopardising the Council's responsibilities to Hertfordshire County Council to enforce on street parking restrictions on its behalf and to meet its Traffic Management Act 2004 obligations.
- 2.5.3 Options for enforcement are presented in **Essential Reference Paper 'D'**.
- 2.5.4 A policy of adding limited resource and maintaining day time enforcement is therefore recommended as the best fit to ensure the parking service does not require a subsidy from the general taxpayer. This will increase the enforcement contract costs by £50,000 per annum.

2.6 Achieving the Change

- 2.6.1 Issues associated with achieving the car park charging proposed are presented in **Essential Reference Paper 'D'**. These include re-programming pay and display machines, changing signage and

introducing the required legal changes through a Traffic Regulation Order (TRO). These costs are estimated at £30,000.

- 2.6.2 The promotion of a TRO is required to give legal effect to the new car park tariff bands in Hertford, Ware and Bishop's Stortford. This will take a minimum of three months and may be delayed by the process of obtaining approvals from Hertfordshire County Council and if any formal objections are received in the process.
- 2.6.3 The implementation of targeted evening enforcement will require a renegotiation of the parking enforcement contract as this was not part of the original Specification. This will include a requirement for the enforcement contractor to consult formally with staff employed on the contract and will take a minimum of 90 days.
- 2.6.4 Officers therefore predict a minimum project timescale of four to five months from the point of formal approval by Members to the point of implementation. In the event that objections are received against the TRO, the timescale may need to be extended to address them.

2.7 Policy Exceptions

- 2.7.1 The treatment of two car parks must be addressed outside the proposed policy and the reasons are detailed in **Essential Reference Paper 'D'**.
- 2.7.2 The charging structure of Jackson Square is part of the lease and the Council may not arbitrarily change its tariff bands or charges as a result. It is proposed that officers be authorised to progress discussions with the landlord of Jackson Square Multi Storey Car Park (MSCP) to explore whether they would agree to the same charging structure being applied within the car park. It must be noted that motorists are already entitled to a 2 hour free parking period, funded by the Council.
- 2.7.3 Grange Paddocks car park in Bishop's Stortford is leased to the Council's leisure contractor. The contractor and the Council have worked together to agree a balanced approach to manage the car parks to ensure that users and non-users have the maximum opportunity to use them. Officers recommend that no changes should be made to this car park given the profile of use (leisure centre users already receive free parking for up to 2.5hrs).

3.0 Implications/Consultations:

3.1 Financial Implications

3.1.1 There are a number of implications on revenue budgets of the proposed changes. These are shown in table 3.1.3 below, along with proposals for funding.

3.1.2 In line with 2.6.4, July 2014 is being used as a start date for the proposed changes with the costs spread across a two year period from this date. Any amendments to this implementation date will have an impact on the part-year budgets for 14/15 and 16/17, but the total funding implications will remain the same.

3.1.3

	One Off - 2014/15	2014/15 (9 months)	2015/16 (Full year)	2016/17 (3 months)	Funded by
	£'000	£'000	£'000	£'000	
Expenditure					
Reprogramming Machines, changing signage and TRO	30				Contingency 14/15
Enforcement Contract		37.5	50	12.5	Contingency 14/15 then overall budget setting
Cost of Monitoring	1.5	.7	1	.3	Contingency 14/15 then overall budget setting
Income					
Shortfall of P and D income		255	340	85	Priority spend

3.1.4 In order to maintain a balanced budget in 2014/15 funding of the one off reprogramming, changing signage and TRO costs, additional enforcement contract costs and cost of additional monitoring will be funded from the contingency budget included in the revenue budget. For 2014/15 this budget is £513k.

3.1.5 Ongoing funding of the changes to the enforcement contract and cost of monitoring will need to be included as a growth item during the budget-setting process for 2015/16 onwards. The 2015/16 budget includes a contingency sum so, as long as no other pressures are identified that call upon that budget, these costs could be funded. From 2016/17 onwards, there is no contingency

budget and this will increase the savings that need to be found to fund this growth.

- 3.1.6 It is proposed that the predicted shortfall in Pay and Display income of £340k per year be met from the Priority Spend Budget. As per the Consolidated Budget Report (considered by Executive on 4th Feb 2014) this is £547k for 2014/15. If the outcome is better than predicted then the balance of the priority spend budget vired to Parking could be utilised elsewhere. If, however, there is a greater shortfall in P and D income against estimate then this will need to be met from any unspent contingency or reserves. The difference between the worst case scenario and the proposed budgeted change in income by £340k is almost £773k. If no other priority spend money was allocated to other projects, this would leave £433k to be found from elsewhere.
- 3.1.7 In the Council's MTFP considered at the 4th February Executive, there is a balanced budget for 2014/15 and 2015/16. However, for 2016/17 and 2017/18 there is an expectation of a 2.5% increase in pay and display income of £80k per year included within the model which needs to be considered. Given that these proposals include a part year effect for 2016/17, this is already at risk. It should also be noted that there are savings still to be identified for 16/17 and 17/18 of £246k and £165k within the financial model and so any shortfall in income will only increase these savings that need to be found.
- 3.1.8 It must be noted that the budgetary provision made from the contingency and priority spend budgets only covers the period up to June 2016. The financial implications of maintaining the proposals detailed in this report beyond June 2016 will need to be considered in detail within the Medium Term Financial Planning and future budget setting process.
- 3.1.9 Parking pay and display income has been volatile during 2013/14 against budget and currently there is an anticipated shortfall against budget of £160,000 that has been reported through the health check process.

3.2 Other Implications

Additional 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 Paul Phillips – Executive Member for Economic Development.

paul.phillips@eastherts.gov.uk

Contact Officer: Neil Sloper – Head of Information, Parking and Customer Services, Extn: 1611.

neil.sloper@eastherts.gov.uk

Report Author: Neil Sloper – Head of Information, Parking and Customer Services, Extn: 1611.

neil.sloper@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p>Prosperity</p> <p>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</p>
Consultation:	<p>None. In the event that the decision is made to introduce new tariff bands for car parks, formal consultation will be required through the Traffic Regulation Order making process. In the event that objections are raised these will need to be reported to the Executive for endorsement of the recommendations made by officers.</p>
Legal:	<p>The Council would be required to promote a Traffic Regulation Order to establish new tariff bands or parking controls. Changing the costs of <i>existing</i> tariff bands may be achieved through a simplified 'Notice of Variation' procedure, which does not include a formal objection process.</p> <p>In the event that changes to the current hours of enforcement are decided upon, the Executive must authorise officers to re-negotiate aspects of the current parking enforcement contract. This will in turn require the contractor to implement changes to the terms and conditions of employment for its enforcement staff.</p> <p>The Council has leased Grange Paddocks, including most areas of the car park, to the Council's leisure services contractor. The Council may only progress changes in this car park with the full endorsement of the contractor.</p> <p>The Council's under lease on the Jackson Square Multi-Storey Car park stipulates the current approach to tariffs and requires the operation of a rebate scheme based on these current tariff bands. The Council would be unable to change these without renegotiating the terms of the lease, which, if this was seen as to the detriment of the landlord and their rent (which is a function of the level of income), they may resist.</p>

	<p>Under its agency agreement with the County Council East Herts is required to provide an appropriate level of on-street enforcement, to discharge its traffic management obligations. A reduction in the level of daytime enforcement to cover evening enforcement may conflict with this agency agreement and, more importantly, may lead to the Council failure to deliver policy objectives of Civil Parking Enforcement (CPE) as set out in Statutory Guidance issued by the Secretary of State for Transport in March 2008.</p> <p>Section 55 of the Road Traffic Act 1984 (as amended) does not allow an enforcement authority to <i>seek</i> to make a surplus from on-street paid for parking and enforcement. If a surplus accrues, the uses to which this may be put are ring-fenced. The Council <i>is</i> permitted to make a surplus from off-street pay and display charges. This accrues to the Council's General Fund.</p>
Financial:	<p>Please see section 3.1 Financial Implications of the report.</p> <p>This report addresses the financial implications and financial risks up to June 2016. Financial implications remain beyond this period and will need to be considered in detail as part of the Medium Term Financial Planning process within the annual budget setting process for 2016/17 onwards.</p>
Human Resource:	<p>The Councils parking enforcement contractor will be required to enter into contractual negotiations should evening enforcement be required, following their HR policies and procedure and the law.</p>
Risk Management:	<p>Please see 2.3.6, 2.3.7 and 3.1 of the report for financial risks.</p> <p>Please see Essential Reference Paper 'D' for non-financial risks.</p>

Proposed Tariff Changes

Ware

	Tariff Period	Current Charge	2014/16 Proposal
Day 7:30 – 16:00	30 minutes		£0.00
	1 hour	£0.60	
	90 minutes		£0.60
	2 hour	£1.20	
	3 hour	£1.80	£1.50
	4 hour	£2.40	
	5 hour	£3.00	£2.70
	All day	£3.50	£3.50
Evening 16:00 – 22:00	30 minutes		£0.00
	Over 30 minutes	As above until 18:30	£1.00

Hertford and Stortford

	Tariff Period	Current Charge	2014/16 Proposal
Day 7:30 – 16:00	30 minutes		£0.00
	1 hour	£0.80	
	90 minutes		£0.80
	2 hour	£1.50	
	3 hour	£2.20	£2.00
	4 hour	£2.90	
	5 hour	£3.60	£3.60
	All day	£4.40	£4.40
Evening 16:00 – 22:00	30 minutes		£0.00
	Over 30 minutes	As above until 18:30	£1.00

This page is intentionally left blank

Assumptions

A number of models based on behavioural changes by the customer have been created.

- Evenings

Estimates of evening use between 6:30pm and 10:00pm are based on two sample sets of data of car parking acts observed in December 2011 and January 2012. It is assumed that one parking act for the entire charged period was observed.

After 6:30pm observations of parking behaviour are based on free to use car parks. There are alternatives for parking after 6:30pm which are without charge, mainly resident permit zones, single yellow lines, on-street restricted parking. The restrictions in place cease to operate for these after 6:30pm and so displacement may occur to these areas.

- Behaviour

The models are based on pay and display ticket sales in 2012. The proposed tariff band changes and charge changes are *designed* to change behaviour. It will therefore be difficult to determine the full impact until at least a year has progressed, although it will be monitored closely.

The use of 30 minute and 90 minute tariff bands is unknown as there is no current data for these newly proposed time periods. Dwell time of current parking is not known, other than assumed to be the same as the pay and display ticket bought for a specified period.

Models

In order to generate possible outcomes officers have developed models based on 2012 use.

The models are split into:

- Best case (in terms of income), whereby all car park users (100%) that have the choice of a new tariff based on their previous choice 'trade-up' to a longer parking period.
- Worst case (in terms of income), whereby all car park users that have the choice of a new tariff based on their previous choice 'trade-down' to a shorter parking period.
- Middle case, where half chose to 'trade up' and half choose to 'trade down'.
- Officers have also sought to identify the point where pay and display income remains constant, a level of 25% 'trading down' and 75% 'trading up'.

Financial Summary – Pay and Display

Model A – Worst Impact (All car park users trade down)

7:30-16:00	:assume 100% of 1hr trade down to free 1/2 hour	
7:30-16:00	: assume 100% of 2hr trade down to 90 mins	
7:30-16:00	:assume 100% of 4hr trade down to 3hr	
16:00-18:30	:assume 100% of 1 hour trade down to free 1/2 hour	
16:00-18:30	:assume 100% of all day can still purchase all day ticket	
18:30-22:00	:assume all 30 min free	
New Tariff Calculation Impact		-£1,017,366.48
Impact of post 16:00 £1		-£95,496.27
Impact of Evening Charge		£0.00
		<u>-£1,112,862.75</u>

Model B – Half Way Change in Behaviour (50% trade up, 50% trade down)

7:30-16:00	:assume 50% of 1hr trade down to free 1/2 hour	
7:30-16:00	: assume 50% of 2hr trade down to 90 mins	
7:30-16:00	:assume 50% of 4hr trade down to 3hr	
16:00-18:30	:assume 50% of 1hr trade down to free 1/2 hour	
16:00-18:30	: assume 100% of all day can still purchase all day ticket	
18:30-22:00	:assume 50% take 30 min free	
New Tariff Calculation Impact		-£359,650.42
Impact of post 16:00 £1		-£53,746.59
Impact of Evening Charge		£74,277.00
		<u>-£339,120.01</u>

Model C – Best Case (100% trade up)

7:30-16:00	:assume 100% of 1hr trade up to 90 mins	
7:30-16:00	: assume 100% of 2hr trade up to 3hr	
7:30-16:00	:assume 100% of 4hr trade up 5hr	
16:00-18:30	:assume 100% of 1hr trade up to >30min	
16:00-18:30	: assume 100% of all day can still purchase all day ticket	
18:30-22:00	: assume 100% pay £1	
New Tariff Calculation Impact		£298,065.64
Impact of post 16:00 £1		-£5,799.15
Impact of Evening Charge		£148,554.00
		<u>£440,820.49</u>

Model D – Break Even (25% trade down, 75% trade up)

7:30-16:00	:assume 75% of 1hr trade up to 90 mins	
7:30-16:00	: assume 75% of 2hr trade up to 3hr	
7:30-16:00	:assume 75% of 4hr trade up 5hr	
16:00-18:30	:assume 75% of 1hr trade up to >30min	
16:00-18:30	: assume 75% of all day can still purchase all day ticket	
18:30-22:00	: assume 75% pay £1	
New Tariff Calculation Impact		-£66,787.89
Impact of post 16:00 £1		-£31,734.99
Impact of Evening Charge		£111,415.50
		<u>£12,892.62</u>



Background Paper: Car Park Charging Policy – 2014/16

Policy Background

East Herts Council has adopted a set of policy principles on which fees and charges decisions should be based:

- Any subsidy from council tax payers should be a deliberate choice.
- Discretionary fees and charges should generate income to help deliver improvements in priority services.
- Discretionary fees and charges should support the Medium Term Financial Plan.
- There should be a measure of consistency in setting charges for similar services.
- Levels should be set to avoid unnecessary subsidies from the council tax payer to commercial operations.
- If the impact is likely to be high, consideration should be given to phasing in changes.

Upon adoption of its Parking and Transport Strategy, East Herts Council confirmed seven policy pillars for the development of its parking service:

- We will seek to maintain car parking income at current levels in real terms.
- We will seek to ensure that users pay for the parking service rather than the council tax payer.
- We will promote existing and explore new technologies to improve the overall convenience of parking in East Herts.
- We will seek where possible and appropriate to match parking capacity with demand.
- We will seek to develop and implement parking solutions that reflect local needs.
- We will make the economic vitality of East Herts a core consideration when developing parking services.
- We will continue to work with partners to look at what additional sustainable transport services may be appropriate and deliverable.

The fees and charges choices set out by Members **deviate from the policies listed below:**

- Discretionary fees and charges should generate income to help deliver improvements in priority services.
- Discretionary fees and charges should support the Medium Term Financial Plan.
- Levels should be set to avoid unnecessary subsidies from the council tax payer to commercial operations.
- We will seek to maintain car parking income at current levels in real terms.
- We will seek to ensure that users pay for the parking service rather than the council tax payer.

Essential Reference Paper 'D'

The fees and charges choices set out by Members **support the policies listed below:**

- Any subsidy from council tax payers should be a deliberate choice in respect of **30 minutes free and reduced charges for tariff bands.**
- There should be a measure of consistency in setting charges for similar services **in respect of the approach for the three main towns.**
- We will seek to ensure that users pay for the parking service rather than the council tax payer **in respect of the evening charge.**
- We will make the economic vitality of East Herts a core consideration when developing parking services **in respect of reducing the cost of parking in support of the economic well-being of our main towns.**

Medium Term Financial Plan

- The Council's Medium Term Financial Plan had assumed an inflationary increase of 5% in 2010/11 and 2.5% in each subsequent year. In the three years since charges were last increased, the Consumer Prices Index has risen by 3.7%, 4.5% and 3.0%. A further charges freeze has been agreed for 2013/14. Had the increases within the Council's financial plan been applied to the 2009/10 outturn figure, an estimated £300,000 in additional revenue would have accrued to the authority by the end of 2012/13 through increased pay and display charges.
- The effect of the VAT increase to 20% in January 2011 has also been absorbed by the Council and not passed on in the cost of pay and display charges. This is at an estimated recurring cost of £74,000 based on the 2011/12 budget.
- The Council's MTFP has a Council approved expectation for an uplift in charging to deliver a 2.5% inflationary increase in the overall income from pay and display charging. This is budgeted as an expectation of £80,000 increase in income in 2014/15 and 2015/16. The Council will be required to make a decision to divert from its fees and charges policy to change this.
- The Council's pay and display income is estimated to under achieve against its estimate by 5% in 2013/14, £160,000, largely due to depressed use of car parks. The pay and display budget for 2014/15 will have to be adjusted to reflect the decline in car park use.

Current Financial Position of the Parking Service

- Based on the 2012/13 figures in isolation, the parking enforcement function gives rise to an annual deficit of £235,000 after income from Penalty Charge Notices has been offset against the cost of enforcement (contract costs only).
- Car parks (including pay and display income) give rise to a net surplus of £808,000.
- Resident permit schemes give rise to a net surplus of £35,000 (although the enforcement costs of resident schemes are currently absorbed within the 'on-street' enforcement costs of £359,000).
- In summary, the enforcement function operates at a loss. This is the sole area where Statute and Secretary of State's Guidance advises local authorities must not set out to make a surplus, but that if they do, that surplus is ring-fenced to transport/parking related functions.

Essential Reference Paper 'D'

- Any shortfall on the enforcement function must not be made good from general taxation.
- Once the shortfall on enforcement income is netted off and the pay and display surplus and the surplus from permit schemes added in, the Service overall is shown to make a surplus of £608,000 (2012/13). All other elements remaining equal, policy changes resulting in increased costs and/or a reduction in income greater than £608,000 would require the parking operations of the Council to be subsidised by the tax payer.
- The income from pay and display has increased slightly over the last three years:

Year	Estimate	Outturn	% change of outturn
2010/11	£3,181,300	£2,978,737	
2011/12	£2,969,000	£3,012,260	1%
2012/13	£2,962,450	£3,057,028	1.5%

Enforcement

With effect from 2012/13 the Council reduced the annual cost of the enforcement contract by £250,000 through a retendering process. This contract has now been in place for over 18 months and is delivering good levels of performance.

The shift to enforcement on a permanent basis beyond 6:30pm is outside the terms of the current enforcement contract and will require officers to agree a contractual change with the contractor. The contractor will need to begin a process of enforced change to the terms and conditions of the current enforcement workforce. This will require a 90 day consultation period.

- **An Extended Patrol Framework:**

Using existing resources, spread to cover enforcement of the 18:30-22:00 period will require an increase in enforcement time of approximately 25%.

The contract cost of using the same workforce spread across the extended hours will increase by £35,000 per year due in part to the enforced working of unsociable hours. To maintain contract expenditure at the same level would therefore require the number of Civil Enforcement Officers (CEOs) to be reduced by approximately 2 CEOs (15% of deployed staff, currently 2 supervisors and 11 CEOs across all three towns).

Stretching current resources will necessarily reduce enforcement levels during the day. This will inevitably reduce the level of contravention observed and Penalty Charge Notices issued. A lower level of contravention will also be observed after 6:30pm (given the reduced number of on-street parking restrictions). The combined impact of these factors would result in an estimated negative impact on revenue of £190,000 a year.

An extended patrol framework would have a negative net revenue impact of £190,000 and £35,000 cost of changing contracts equalling £225,000 increase in revenue cost.

- **Adding Resource, Maintaining Day Time Enforcement:**

If the existing enforcement levels between 7:30am and 6:30pm are to be maintained, with the existing level of contravention observation and PCN issue, additional resources would be required to enable any enforcement between 6:30pm and 22:00pm.

Essential Reference Paper 'D'

All CEOs will still require changes to their terms and conditions to ensure a fully flexible workforce to retain lowest possible enforcement costs. A 90 day consultation period with an estimated £35,000 in additional staffing costs will be required.

A minimum level of evening enforcement has been scoped as two enforcement officers and one supervisor working across the three main towns. Enforcement would be focused on those areas with the most parking activity. Evening enforcement will also be significantly impacted by travel time between Hertford and Stortford estimated to be 30 minutes. The estimated additional increase in annual staffing costs for enforcement is therefore £50,000.

With additional resource to maintain day time enforcement as now the total estimated increase in revenue cost will be £85,000.

Additional Cost of Change

In order to implement the change in tariffs within the car parks in Ware, Hertford and Stortford an estimated one off expense of £30,000 will be incurred. This will fund: reprogramming of all pay and display machines, replacement of tariff boards, additional signage as required and the Traffic Regulation Order process.

The one off cost of change is estimated to be £30,000

Time to Change

Whilst a Traffic Regulation Order can take a minimum of 3 months to progress a potential source of delay arises in the requirement for approval from Herts County Council as they comment on all TROs, on and off street.

The 90 day consultation period for changes to the terms and conditions of existing CEOs also presents a significant time impact on the project and any potential delays in this process. There is also the requirement for revised operational guidance, patrol structures and rostering.

It would be prudent to estimate a minimum project timetable of 4 to 5 months from the point of formal approval by Members to include these factors which fall outside the direct control of officers. Additional delay may arise dependent upon any formal objections received during the Traffic Regulation Order process.

Other Considerations

Jackson Square MSCP

The Council's lease to operate the Jackson Square multi-storey car park requires a 2 hour charging period (specified within the lease). This car park operates a rebate scheme as a requirement of the lease where the full cost of parking is rebated to Sainsbury's customers for up to 2 hours.

Given the rebate scheme it is not anticipated that any significant income associated with extending the charged hours of Jackson Square will result in any additional pay and display income. There are stipulations in the lease that no changes are made to Jackson Square's tariff bands.

Essential Reference Paper 'D'

Grange Paddocks

The Council manages the Grange Paddocks car parks with the approval of the leisure contractor to maximise the benefits to motorists and leisure users. The leisure contractor is the lease holder of the car parks and therefore has veto over any changes proposed by the Council.

Given the use and success of the partnership in operating these car parks it is recommended no change is made.

Enforcement

The Council's current enforcement contract took 12 months to bed in with optimum levels of enforcement now in place. It is anticipated that any significant change, including changes to terms and conditions and shifting enforcement resources will be require a further period of bedding in once contractual changes have been concluded. This may include changes to the workforce as a number of existing, experienced CEOs are likely to resist working regular unsociable hours and will seek employment elsewhere.

Summary of Costs

One Off Costs (All Models)

Reprogramming of all pay and display machines, replacement of tariff boards , additional signage as required and the Traffic Regulation Order process £30,000

<u>On-Going Revenue Costs</u>	
Enforcement	
Maintaining Current Enforcement and Minimum Evening Enforcement	£35,000
Extending Terms and Conditions of Workforce	£50,000
Cost of Additional resource for Evening	-£85,000
TOTAL ESTIMATED REVENUE IMPACT	
or	
Extended Patrol Framework	
Extending Terms and Conditions of Workforce	£35,000
Estimated impact on revenue due to reduction in enforcement	£190,000
TOTAL ESTIMATED REVENUE IMPACT	-£225,000
Charging Models	
Model A – Worst Impact (All car park users trade down)	-£1,112,862.75
Model B – Half Way Change in Behaviour (50% trade up, 50% trade down)	-£339,120.01
Model C – Best Case (100% trade up)	£440,820.49
Model D – Break Even (25% trade down, 75% trade up)	£12,892.62

This page is intentionally left blank

2012/13

Income

	Enforcement £'000	Car Parks £'000	Residents Schemes £'000		
PCN*	- 298	- 334	-	-	632
Permits**	-	-	-	94	94
Pay & Display***	-	- 3,057	-	-	3,057
Contributions from other bodies****	- 181	- 178	-	11	370
Rent*****	-	- 125	-	-	125
Misc Income*****	- 2	- 72	-	-	74
Total Income	- 481	- - 3,766	- -	105	- 4,352

Expenditure

Enforcement Contract*	359	428	-	-	787
Support Services**	309	457	28	-	794
Operational costs***	48	1,760	42	-	1,850
Capital****	-	311	-	-	-
Total Expenditure	716	- 2,956	-	70	3,742
Net Position	235	- - 810	- -	35	- - 610

NOTES

Income

* PCN revenue split on street and off street

** Resident parking permit income (permits and visitor vouchers)

*** Car park pay and display income

**** a) Contribution for enforcement from Stevenage and Welwyn Hatfield b) Contribution from Landlord of JSMSCP as per contract

***** a) Parking dispensations (on-street) and b) season tickets, car washing etc.

Expenditure

* Contract costs

** CECs

*** Premises, Supplies & Services

**** Capital costs/charges

This page is intentionally left blank

Non-Financial Risks – Evening Charging and Amended Daytime Charging

Issue	Mitigation Strategy	Comments
<p>1. Source data</p> <p>Assumptions based on manual evening counts. The margin of difference between these is 5%. A further margin for error should be allowed for with such a small number of sample counts extrapolated to a full year income.</p>	<p>Monitor evening pay and display income closely and use <i>actual year one figures</i> to refine budget estimates.</p>	<p>By extending 30 minutes of free parking to all tariffs the Council hopes to at least break even and achieve a revenue neutral position. The Council is not anticipating a net increase in income from the combined proposals.</p>
<p>2. Price sensitivity to evening enforcement (customer resistance)</p> <p>Customer resistance likely. Possible displacement to on-street or even other towns.</p>	<p>None possible.</p> <p>Monitor.</p> <p>Additional enforcement as required following observation at additional cost to the Council, impacting net balance of initiative to have a cost impact (negative) on the Council.</p>	<p>On-street capacity is self-limiting and may already be fully occupied.</p> <p>Additional enforcement is required to ensure compliance and safe and clear streets, proposals have been put forward in the report.</p>
<p>3. Resident permit parking schemes</p> <p>Many schemes cease to operate at 1800. There is a risk that to avoid evening charges some motorists will park in residential streets. This may generate complaints and may lead some residents to request an extension to the hours of operation of their scheme.</p>	<p>Monitor.</p> <p>Possible need to revisit operating hours of some resident permit parking schemes.</p>	<p>Cost of revision to Traffic Regulation Orders, estimated at £2,000 per separate TRO, plus revisions to signs and forms.</p>

Issue	Mitigation Strategy	Comments
<p>4. Compliance</p> <p>Most single yellow lines cease to operate at 1830. These are likely to be fully parked leading to increased risk of cars parking on double yellow lines or otherwise in contravention.</p>	<p>Deliver appropriate levels of enforcement.</p>	<p>Current yellow line restrictions established by the County Council are to reflect road use and maintain effective and safe passage. Full use of non-restricted parking should not impact this. If following implementation issues do arise then full monitoring and proposals may need to be progressed with the County Council, requiring Traffic Regulation Orders, with the time and budget required.</p> <p>Additional enforcement is required to ensure compliance and safe and clear streets, proposals have been put forward in the report.</p>
<p>5. Exceptional car parks</p> <p>Certain car parks cannot easily sustain an evening charge, because of lease agreements (J Square) or a free parking arrangement (Grange Paddocks and Wallfields Visitor Car Park).</p> <p>Above car parks may become oversubscribed as a result of being effectively free to use.</p>	<p>Excluded from income assumptions.</p> <p>Monitor.</p>	<p>Unlikely to happen in Jackson Square as the customer is still paying; it is just that EHC will not receive that payment.</p> <p>Unlikely to happen in Wallfields Visitor Car Park as too far from centre of town.</p> <p>Greatest risk in Grange Paddocks.</p>

<p>6. Resident/hotel use of car parks</p> <p>Some town centre car parks used by residents and hotel guests overnight.</p> <p>Pay and display ticket purchased after 1830 commences 0730 the next charging day.</p>	<p>Permits for residents/hotel guests? At additional administrative cost.</p> <p>Require people to purchase pay and display ticket after 2100 if they require this service.</p>	<p>Administrative burden would be considerable.</p> <p>Concessions would reduce amounts available for daytime tariff changes.</p> <p>Current use of this facility is likely to be more significant than we think.</p>
<p>7. Capacity</p> <p>Increasing 'dwell time' during the day may decrease turnover through less availability of parking spaces close to town, which may lead to capacity shortfalls and motorist dissatisfaction.</p>	<p>Monitor.</p> <p>Possible need to re-designate car parks.</p> <p>Possible need to augment off-street supply – particularly in Bishop's Stortford.</p>	<p>Increasing dwell time and ensuring adequate turnover are two sides of the same coin and one must not be allowed to predominate at the expense of the other.</p>

This page is intentionally left blank