



MEETING : EXECUTIVE
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 3 MARCH 2015
TIME : 7.00 PM

MEMBERS OF THE EXECUTIVE

Councillor Tony Jackson	- Leader of the Council
Councillor Malcolm Alexander	- Deputy Leader and Executive Member for Community Safety and Environment
Councillor Mike Carver	- Executive Member for Strategic Planning and Transport
Councillor Linda Haysey	- Executive Member for Health, Housing and Community Support
Councillor Paul Phillips	- Executive Member for Economic Development
Councillor Suzanne Rutland-Barsby	- Executive Member for Community & Partnership Liaison
Councillor Michael Tindale	- Executive Member for Finance

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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.)

Audio/Visual Recording of meetings

Everyone is welcome to record meetings of the Council and its Committees using whatever, non-disruptive, methods you think are suitable, which may include social media of any kind, such as tweeting, blogging or Facebook. However, oral reporting or commentary is prohibited. If you have any questions about this please contact Democratic Services (members of the press should contact the Press Office). Please note that the Chairman of the meeting has the discretion to halt any recording for a number of reasons, including disruption caused by the filming or the nature of the business being conducted. Anyone filming a meeting should focus only on those actively participating and be sensitive to the rights of minors, vulnerable adults and those members of the public who have not consented to being filmed.

AGENDA

1. Apologies

To receive apologies for absence.

2. Leader's Announcements

3. Minutes

*To approve the Minutes of the meeting held on 3 February 2015
(previously circulated in Council agenda of 18 February 2015)*

4. Declarations of Interest

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

5. Issues Arising from Scrutiny (Pages 5 - 10)

6. East Herts Customer Service Strategy (2015-2020) (Pages 11 - 64)

7. Affordable Housing - Amendment to Policy (Pages 65 - 76)

8. Service Plans 2015/16 (Pages 77 - 116)

9. Performance Indicator 2014/15 Estimates and Future Targets (Pages 117 - 148)

10. Monthly Corporate Healthcheck - January 2015

Report to follow

11. Urgent Business

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

EAST HERTS COUNCIL

EXECUTIVE – 3 MARCH 2015

REPORT BY SCRUTINY COMMITTEE CHAIRMEN

ISSUES ARISING FROM SCRUTINY

WARD(S) AFFECTED: All

Purpose/Summary of Report

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

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

1.0 Background

1.1 Scrutiny meetings have been held recently as follows:

Joint meeting of Scrutiny Committees – 10 February 2015
Environment Scrutiny Committee – 17 February 2015

2.0 Report

2.1 **Customer Services Strategy 2015 - 20 (Agenda Item 6)**

The joint meeting of Scrutiny Committees resolved that the Council's proposed Customer Service Strategy should be recommended to the Executive for approval.

The joint meeting also recommended that Corporate Business Scrutiny be asked to accept a report on the Customer Service Project Plan onto its work programme for the meeting due to be held on 26 May 2015, which the Executive is asked to note.

2.2 Service Plans 2015-16 (Agenda Item 8)

The joint meeting of Scrutiny Committees resolved to recommend that the Executive approve the Service Plan activity for 2015/16. In addition, the joint meeting requested that the Executive approve an additional service plan action in respect of developing a business case for leisure development in East Herts.

2.3 Performance Indicators 2014/15 Estimates and Future Targets (Agenda Item 9)

The joint meeting resolved that the Executive be informed that the future targets for 2015/16 and 2016/17 should be approved.

In respect of EHPI 2.1d – Planning Enforcement: Initial Site Inspections, the joint meeting asked that Environment Scrutiny Committee review the matter and consider the raising of the 2015/16 target from 75% mid-year to a higher figure, which the Executive is asked to note.

3.0 Implications/Consultations

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

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATION

Contribution to the Council's Corporate Priorities/ Objectives:	This report seeks to summarise scrutiny activities, which in general terms, support all of the Council's objectives.
Consultation:	This report assists the wider consultation process in reporting issues arising from scrutiny to the Executive.
Legal:	The Constitution provides for issues arising from Scrutiny to be reported to the Executive.
Financial:	None
Human Resource:	None
Risk Management:	None
Health & Wellbeing – issues and impacts:	None

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EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 10 FEBRUARY 2015

EXECUTIVE – 3 MARCH 2015

REPORT BY EXECUTIVE MEMBER FOR COMMUNITY AND PARTNERSHIP LIAISON

EAST HERTS CUSTOMER SERVICE STRATEGY

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To propose the Council's Customer Service Strategy for 2015 – 2020.

RECOMMENDATION FOR JOINT MEETING OF SCRUTINY COMMITTEES

That:

- | | |
|------------|--|
| (A) | The Council's proposed Customer Service Strategy detailed in Essential Reference Paper 'B' be reviewed and the Executive be advised of any recommendations. |
|------------|--|

RECOMMENDATIONS FOR THE EXECUTIVE:

To recommend to Council that:

- | | |
|------------|---|
| (A) | the Council's Customer Service Strategy be approved as detailed in Essential Reference Paper 'B'; and |
| (B) | Officers be authorised to progress an outline project plan for its delivery, with any resource requests needed to deliver the Customer Service Strategy being reported to Corporate Business Scrutiny Committee on 26 May 2015 and the Executive on 2 June 2015. |

1.0 Background

- 1.1 The Council established a Customer Service Strategy in August 2008. This established key customer service principles for the organisation:

- Efficiency in dealing with simple enquiries and transactions, releasing professional staff from administration to focus on service.
 - More cost effective ways of delivering service and moving those customers that can move, to the least costly methods of service delivery.
 - To gain customer insight by capturing, recording and evaluating customer contact, service use and satisfaction.
 - To gain knowledge of our customers and their future needs to enhance service delivery and ensure equality of access.
- 1.2 The Council also ran the programme 'Changing the Way We Work' between 2008 and 2012 which delivered a step change in how Council services were accommodated and provisioned. This included streamlining service delivery and operating costs.
- 1.3 The Council is committed to a culture of being 'Here to Help' and everyone is engaged in an organisational development project of the same name which commenced in 2013. 'Here to Help' aims to increase organisational effectiveness to deliver high quality services both internally and externally.
- 1.4 The Council is committed to ensuring the delivery of good quality services that reflect local priorities and resources, stated in our strategic priorities:
- People
Providing fair and accessible services for those that use them and opportunities for everyone to contribute - deliver strong and relevant services.
 - Prosperity
Safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services - deliver value for money.
 - Place
Safe and Clean; a focus on sustainability, the built environment and ensuring our towns and villages are safe and clean.

- 1.5 The Corporate Strategic Plan 2013/14 – 2016/17 commits the Council to the delivery of the outcomes that local residents and communities want by:
- Providing efficient and joined up services, easily accessible to the customer
 - Being a gateway for access. If you don't know who to ask, we will try to help or connect you with someone who can.
 - Providing excellent service, ensuring our customers get the services or support they need whether provided directly through us or our partners

We want to understand local issues by:

- Meeting customer and service needs and continuing to develop the skills to deliver them
- Being flexible and resilient in response to change

2.0 Report

- 2.1 The Council has a number of roles across the district and one of its key roles is providing residents with services and appropriate access to those services. Like most councils, East Herts has been continually looking for ways to improve its services.
- 2.2 The Council's District Wide Survey in 2013 found that 9 in 10 residents were satisfied with their area as a place to live, 7 in 10 were happy with the way East Herts Council runs things and just over two fifths agreed that the Council provided value for money.
- 2.3 The pressures of increasing demand driven by the economic downturn, demographic changes and major government initiatives require local authorities to reduce costs still further whilst maintaining quality services. The Council must use a deep understanding of individual services, customers, local needs and technological innovation to offer better demand management, more efficient handling of routine transactions and share more data to make services easier to access or use. This requires service transformation as opposed to incremental improvement.
- 2.4 Officers have undertaken a systematic analysis to gather knowledge to describe our customer base, understanding their broad preferences and how they access services. This evidence

supporting the strategy is presented in **Essential Reference Paper 'C'**, 'Customer Service Strategy Evidence'.

- 2.5 The proposed Customer Service Strategy for 2015 – 2020 presented in **Essential Reference Paper 'B'** sets out how the Council intends to drive a further step change, as opposed to incremental change in providing services and access to them.
- 2.6 The proposed strategy will require all services to individually consider insight about their customers, local need and how their service is accessed and set out actions, within the Council's medium term financial planning process, to maximise the appropriate digital operation and delivery of services. This will include the requirement to understand the reasons for customer contact and the methods currently used.
- 2.7 The Council's Customer Service Strategy proposes to maintain the principles established in 2008:
- Efficiency in dealing with simple enquiries and transactions, releasing professional staff from administration to focus on service.
 - More cost effective ways of delivering service and moving customers that can move, to the least costly methods of service delivery.
 - To gain customer insight by capturing, recording and evaluating customer contact, service use and satisfaction.
 - To proactively maintain knowledge of our customers and their future needs to inform continuous development of better service delivery and ensure equality of access.
- 2.8 The Customer Service Strategy proposes priority actions to deliver a step change in digital service organisation and delivery:
- 1) Embed Customer Insight in the Service Planning Process
 - Each service to develop evidence based plans using insight about its customers, understand their current methods of accessing services and the reasons why.
 - Each service must use insight to anticipate and mitigate changes in demand.
 - 2) Focus on Channel Shift

- The scope for change must be established using demographic trends and customer profiles with targets and actions being set to develop even more digitally delivered services (including self-service) and encourage more customers to use them where they are able to.
- Growing and promoting the connected digital delivery of services for each service across website, web chat, email, electronic forms and social media.
- Develop entirely digital service (across all access channels) wherever possible/appropriate and cost-efficient; based on efficient and lean digital business processes to deliver high speed, always available, high quality services.
- Develop support to transition customers to digital self-service or enable their supported use, as customers in need will still visit us and we will still need to visit them.

3) Revised Service Standards – Quality and Responsiveness

- Digital Service delivery is ever growing and important. Standards of quality and responsiveness need to be set out and monitored for all digital channels including email, social media and web chat.
- Encouraging customers to use digital self-service and digital access channels with different service standards to promote take up and use.

4) Focus on Minorities

- The minority groups within East Herts need to be better understood by each service and the most effective methods to provide services to those more vulnerable and in need, be identified.
- Alternative models of service delivery, suited to those in minority and high need groups, must be developed.

5) Maintaining Access

- All customer groups must be able to access our services; no-one should be disadvantaged by any actions we take. Equality and Diversity service impact assessments must include a review of the equality of access to services and evaluate any impact of planned changes.

- 2.9 Subject to the endorsement of the proposed strategy, it is recommended that officers prepare an outline project plan and details of resource requirements by the end of May 2015, to achieve the desired step change in digital service provision and delivery to achieve the principles and address the priority actions set out in the Customer Service Strategy 2015 – 2020.
- 2.10 The changes proposed to embed customer insight within the service planning process will be applied to 2016/17 plans and the process will be established with the Senior Management Group before this process starts in May 2015. As 2016/17 will be the first year of the change, a review process will be undertaken to ensure the process is refined.
- 3.0 Implications/Consultations
- 3.1 Information on any corporate issues and consultation associated with this report can be found within **Essential Reference Paper 'A'**.

Background Papers

None

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives:	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</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>Prosperity – Improving the economic and social opportunities available to our communities</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>Essential Reference Paper 'C' – 'Customer Service Strategy Evidence' section 1.0 'How was the Customer Service Strategy Developed' sets out the steps to achieve the Customer Service Strategy set out as Essential Reference Paper 'B'.</p> <p>All Heads of Service were consulted on the final strategy which is reported to Corporate Management Team and Corporate Business Scrutiny in advance of its presentation to the Executive.</p>
Legal:	<p>There are no direct legal implications from the strategy.</p> <p>Priority Action 5 – Maintaining Access, page 9, Customer Service Strategy Essential Reference Paper 'B', is focussed on ensuring the Equality Act 2010 is complied with and that impact assessments are undertaken in respect of any actions derived from the strategy so no-one is disadvantaged.</p>
Financial:	<p>Subject to endorsement, the proposed strategy will result in a project proposal including transitional resources.</p> <p>A report requesting funding to support managers and provide training across the organisation with training and action planning will be required in May following adoption of the strategy.</p> <p>Further resources may be requested to support the necessary temporary increase in IT workload within line of business applications; driven by the actions targeted at</p>

	<p>enabling and delivering channel shift and more digitally based services.</p> <p>A transitional resource may also be needed to review line of business applications and options with managers across the organisation to identify, evaluate and propose alternative technical solutions. Any final solutions will be progressed on a business case basis and as part of the service and financial planning process where appropriate.</p> <p>Funding may be required to invest in new systems and technology where appropriate. These projects will be proposed on a business case basis.</p>
Human Resource:	<p>The strategy sets out a change to be incorporated within the Council's service and financial planning process such that systematic customer insight is applied to drive service actions and that targets are established for use of different access channels.</p> <p>Skills to analyse and interpret such information will be shared and training provided amongst managers to facilitate this. This will be developed in conjunction with the Human Resources department.</p> <p>Changes to the structure of service planning will be incorporated within the forthcoming revision of the service planning process with training provided in conjunction with the Performance Team.</p> <p>Training will also need to be developed to support managers in setting actions against targets for channel shift and to optimise the effectiveness of access channels.</p> <p>It is anticipated that projects to accelerate channel shift will require additional transitional resources within the Shared IT service. Action planning will develop proposals that are either project based or release existing resources; to ensure this work is fully resourced in the most appropriate way with the Head of the Shared IT service.</p>
Risk Management:	<p>Failure to approve a systematic embedding of evidence based service planning taking account of customer profile, insight and channel use will result in a continuation of the Council's current disparate approach.</p> <p>A structured process for all services will ensure consistency, embed the management of customer</p>

	<p>access channels and channel shift within service management and drive a digital approach to service delivery.</p> <p>Resources to analyse, present and support managers to interpret customer based evidence and established optimal actions will be reliant on provision of a customer service development role.</p> <p>Delivery of new ways of delivering services and developing existing digital and telephone channels will require adequate IT resources from the Shared IT service.</p>
Health and wellbeing – issues and impacts:	There are no implications from this report.

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Understanding Customers Better,
Developing Digitally Driven and
More Efficient Services

2015-2020

A Customer Service
Strategy

Foreword

The council has a range of roles across the district. One of its key roles is providing residents with services and appropriate access to those services. Like most councils, East Herts has been continually seeking ways of improving its services and the way in which they might be accessed. 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 (District Wide Survey 2013).

Alongside those developments and mindful of the financial challenges, we have introduced more automated and self-service opportunities for our customers, enabling them to access more services by doing things for themselves at times that are convenient to them. While this has had some success, it has for the large part meant publishing information, email addresses and developing electronic forms as a digital front end on to an existing system or process, so while it may have opened accessibility, efficiencies have been limited by existing processes.

The financial pressures look ever greater going forward and the need for ever greater efficiency in how we deliver and provide access to our services is forecast to grow almost exponentially in the foreseeable future. As an organisation we will need to undertake a more fundamental and more sophisticated approach to the challenges. While we need to continue to encourage customers that are able to, to use digital access and self-service, the Council must fundamentally design our services digitally, around our customers.

We have undertaken systematic analysis and amassed considerable knowledge to describe our customer base. Understanding how they access services now and what their preferences are. Putting the customer at the heart of what we do, we need to reconsider and possibly reshape services using that information and understanding on a service by service basis.

The purpose must be to consider each service provided and establish the optimal way of offering and delivering the service, which is itself digitally enabled. Where needed, we must redesign our processes for simplicity and efficiency, prioritising how services should be delivered and managing available choices with actions to influencing demand.

This strategy sets out the principle actions for our journey. The Council is here to help. By understanding our customers better we must deliver digitally enabled and efficient services for now and the future.

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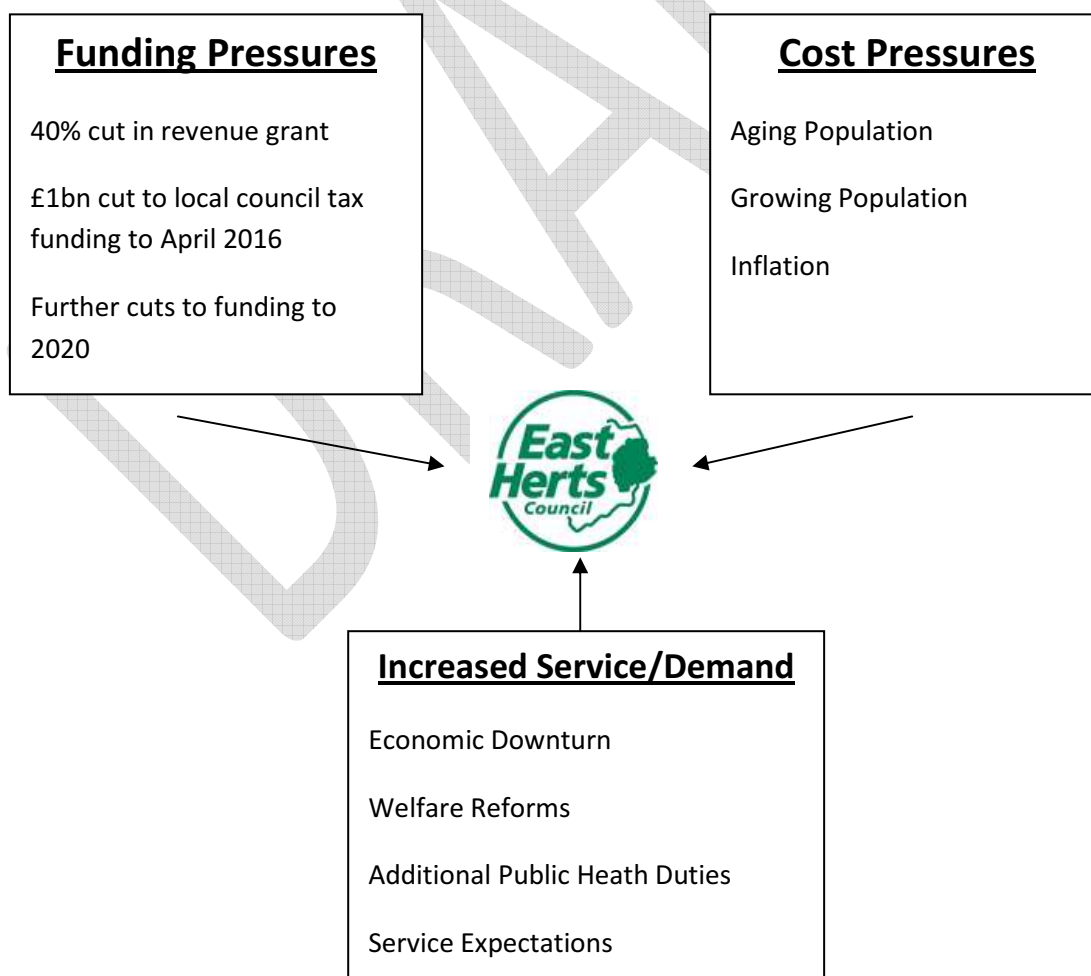
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The Need for a Customer Service Strategy

At a time of increasing demand driven by an economic downturn, demographic change and major government initiatives (such as Universal Credit and Troubled Families and new public health responsibilities) local authorities need to reduce costs even more, and maintain quality of services.

Meeting these demands requires service transformation rather than incremental change and different approaches will be appropriate for different services. Customer Service Strategy Evidence, 'Setting the Scene – Nation Picture' presents the key trends impacting local authorities.

As a district council our strength is our closeness to the residents and customers we provide services for and to. We need to be here to help, using a deep understanding of local needs and technological innovation to offer better demand management, more efficient handling of routine transactions and share data more to make services easier to get or use. This activity must be focused on providing improved outcomes for our residents and customers and financial efficiency.



Context

The Council adopted a Customer Service Strategy in 2008. This established key principles which are no less important now than they were then:

- Efficiency in dealing with simple enquiries and transactions, releasing professional staff from administration to focus on service.
- More cost effective ways of delivering service and moving those customers that can move, to the least costly methods of service delivery.
- To gain customer insight by capturing, recording and evaluating customer contact, service use and satisfaction.
- To gain knowledge of our customers and their future needs to enhance service delivery and ensure equality of access.

The Council also embarked on a major change programme, 'Changing the Way We Work' which delivered a step change in how Council Services were accommodated and provisioned. This included streamlining service delivery and operating costs.

However, the challenge remains to fuse expert service knowledge, insight into local needs, technological innovation and customer service management techniques to deliver services of good quality and low cost which are fit for the future.

Links to Our Organisational Strategy

East Herts Council's message to residents and businesses is that we are here to help. The Council is committed to ensuring the delivery of good quality services that reflect local priorities and resources, stated in our strategic priorities:

- People
Providing fair and accessible services for those that use them and opportunities for everyone to contribute - deliver strong and relevant services.
- Prosperity
Safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services - deliver value for money.
- Place
Safe and Clean; a focus on sustainability, the built environment and ensuring our towns and villages are safe and clean.

We must deliver the outcomes that local residents and communities want by:

- Providing efficient and joined up services, easily accessible to the customer
- Being a gateway for access. If you don't know who to ask, we will try to help or connect you with someone who can.
- Providing excellent service, ensuring our customers get the services or support they need whether provided directly through us or our partners

We want to understand local issues by:

- Meeting customer and service needs and continuing to develop the skills to deliver them
- Being flexible and resilient in response to change

SOURCE: Corporate Strategic Plan 2015/16 – 2018/19

An increased level of demand for services has been identified as a key strategic risk (Annual Governance Statement Action Plan 2014/15). Service plans, driven by the insight delivered by the Customer Service Strategy need to demonstrate the ability to adequately manage increased volume of contact from the public as well as improvements, removal of barriers to access and increased capacity within services where required.

The Council is committed to a culture of being 'Here to Help'. Everyone is engaged in a Council-wide effort to increase effectiveness to deliver a high quality customer experience every time. This defined the core values and behaviours of:

- Here to help
 - We are helpful and understanding
 - We listen and explain
 - We are knowledgeable and informative
 - We make time for our customers
 - We take ownership of an issue and we try to get it right first time
- We work together
 - We respect and value colleagues
 - We work together as one team
 - We recognise each other's skills and utilise them
 - We offer help and support to each other
 - We support colleagues to be flexible and resilient, able to respond to service changes and developments
- We aim high to make a difference
 - We go the extra mile
 - We take a pride in what we do
 - We continually look to improve our performance
 - We are flexible in our approach
 - We pride ourselves on providing excellent customer service

Understanding East Hertfordshire

Given the demands faced by the Council and the need to plan for sustainable services that meet the needs of our residents and customers now and in the future the Council and its services need to understand who are residents are, where different types of household are and understand how demographic changes may impact the demand and need for services.

This strategy therefore requires the application of key evidence bases to the design of services and how they are accessed now and in the future:

- Key Demographic trends in the District
- The Population Profile of East Hertfordshire
- Customer Preferences

These are presented in Customer Service Strategy Evidence, 'Setting the Scene – District Picture'.

Service Planning

The key themes arising from the current and future demographic trends and the profile of our residents influences the types and volumes of services needed now and in the future. These themes also influence the way in which we should plan to deliver services, as well as the external pressures impacting the Council. The themes need to be considered at a service level, using insight to inform the shape and priorities of service delivery.

Whilst district wide trends give an overall context for priorities, future plans and investments; it is essential to recognise that customers of individual services differ. For example a customer using the development management service in planning for an extension is likely to be different, having a different profile, to a customer in need of benefits support. An insight into each service's customers is needed to enable a customer focussed strategy, including their reasons for contact and the reasons for using the methods of accessing services that they do.

Accessing Services and Channel Shift

The profile of our residents impacts their likelihood to use different ways of accessing services.

Given our current demographic profile and overall social affluence the use of modern technology, digital based services and methods of contact outside normal working hours will be expected to be high. A take up of digital services would be expected, showing that there will be opportunities for efficiency and highly rated services as a result.

By applying the district profile to method of access for government services (utilising Ofcom data for access channel use) it would be expected, now, that:

- 32% should access service via email
- 25% should access by the internet
- 34% should access by telephone

However, the district wide survey assessed our customer's current preferences for the future as:

- 48% telephone
- 29% email
- 7% website

This would indicate a potential for shifting to digital channels and that customers may need to be made aware of and encouraged to shift channel. Developing a strong website based service would be reasonably expected to deliver a shift.

The preference for using email has increased by 7% 2009 to 2013, with telephone falling by the same amount. The preference for website use has remained constant. This may reflect factors such as:

- A higher demand for services leading to difficulties in using the telephone to access services.
- An increase in the use of email for its convenience as a record and audit trail of service.
- An inability to use the website to directly access the service desired.

By applying service level insight, understanding the customers of each service, specific expectations of channel use may be established and evaluated against actual use. This may include developing and enhancing face to face service for customers where it is needed, particularly recognising that the district includes pockets of minority groupings who will naturally need and access the Council's service differently.

Newer, more immediate, web chat and social media based channels of accessing Council services must also be planned and prepared for the future. Whilst take up of these services is slow and low for district council services their use for connected service delivery is inevitable.

Residents and customers expect access channels to be connected, linked together. For example, frustrated customers who are unable to access the information or service they desire by telephone will use other channels of access, expecting their enquiry to be enabled across whatever method they choose as right for them at that time. The Council will be expected to match up communication and service delivery across these channels. The Council may take the opportunity to proactively promote particular channels, by making service responsiveness better, as these channels may be more effective and efficient for the Council.

Customer Service Strategy

Principles

The key strategic principles remain apposite and unchanged.

- Efficiency in dealing with simple enquiries and transactions, releasing professional staff from administration to focus on service.
- More cost effective ways of delivering service and moving customers that can move, to the least costly methods of service delivery.
- To gain customer insight by capturing, recording and evaluating customer contact, service use and satisfaction.
- To proactively maintain knowledge of our customers and their future needs to inform continuous development of better service delivery and ensure equality of access.

Priorities for Action

The Customer Service Strategy builds on the outcomes already achieved through the Council's 'Changing the Way We Work' programme and the work already underway to streamline and web enable services. The Council must embed customer insight at both district and service levels within the service planning process.

By reviewing the key demographic trends, the population profile of East Hertfordshire and customer preferences, clear issues for East Herts emerged.

These issues were considered within workshops by members, staff and managers who all contributed to identifying the key priorities based on this evidence base and their own experience.

The key priorities for action to deliver change for 2015–20 are therefore for:

1) Embed Customer Insight in the Service Planning Process

- Each service to develop evidence based plans using insight about its customers, understand their current methods of accessing services and the reasons why.
- Each service must use insight to anticipate and mitigate changes in demand.

2) Focus on Channel Shift

- The scope for change must be established using demographic trends and customer profiles with targets and actions being set to develop even more digitally delivered services (including self-service) and encourage more customers to use them where they are able to.
- Growing and promoting the connected digital delivery of services for each service across website, web chat, email, electronic forms and social media.
- Develop entirely digital service (across all access channels) wherever possible and cost-efficient; based on efficient and lean digital business processes to deliver high speed, always available, high quality services.
- Develop support to transition customers to digital self-service or enable their supported use, as customers in need will still visit us and we will still need to visit them.

3) Revised Service Standards – Quality and Responsiveness

- Digital Service delivery is ever growing and important. Standards of quality and responsiveness need to be set out and monitored for all digital channels including email, social media and web chat.
- Encouraging customers to use digital self-service and digital access channels with different service standards to promote take up and use.

4) Focus on Minorities

- The minority groups within East Herts need to be more understood by each service and the most effective methods to provide services to those more vulnerable and in need be identified.
- Alternative models of service delivery, suited to those in minority and high need groups, must be developed.

5) Maintaining Access

- All customer groups must be able to access our services; no-one should be disadvantaged by any actions we take. Equality and Diversity service impact assessments must include a review of the equality of access to services and evaluate any impact of planned changes.

Implementing the Customer Service Strategy

How Will the Approach Work?

Each service produces an annual service plan and actions for the year ahead according to the defined strategies and priorities of the Council. These are approved by Council every year and monitored throughout the year.

Service plans currently contain a section on customer insight and consultation which requires the presentation of any consultation undertaken, the knowledge that resulted and any resulting service improvements made. This section also allows for future consultation to be detailed and the reason for the consultation.

The council will enhance this considerably so that it becomes part of the formulation of plans and priorities, projects and investments; using knowledge of the location, key demographic trends and profiles of the customers of each service. This will be required to be used to formulate plans for service development, set access channel targets and actions to digitize service delivery processes.

In addition to adding to the knowledge and evidence based actions there will also be a requirement to determine the shape of the customer contact that is currently on offer and to identify the potential expectation to shift towards digitally based services, with actions specified to pro-actively influence the current customer contact model for each service. These actions will be linked to the Council's IT strategy and investments in future service delivery.

How will it be measured?

The existing service plan monitoring processes will enable individual services to log outcomes.

The achievements in terms of customer contact and outcomes in terms of establishing new methods of service delivery, achievement against targets will also be part of the individual service plans.

The service level actions will be aggregated to identify the Council's overall approach and action plan for the Customer Service Strategy to be established.

Service level plans for managing customer contact effectively and efficiently, actions for channel shift and targets will also be aggregated so that achievements towards the Customer Service Strategy and channel shift may be monitored and evaluated.

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Customer Service
Strategy
Evidence
2015 - 2020

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How Was the Customer Service Strategy Developed?

The council's previous Customer Service Strategy in 2008 was revisited, the approach and key strategic principles were found to remain relevant and unchanged.

That said it was desired for the new strategy to be enhanced, focussing on evidence based priorities.

Step 1 - Desk Research

To gather and identify:

- trends in customer preferences for accessing services
- demographic research and trend identification for the district
- customer profile identification for the district
- the likelihood of customers to use different access channels using Ofcom data on communications use
- links to corporate strategy and priorities

Step 2 – Presentation of Evidence and Workshop Issues

Workshops to present this evidence and fact to the organisation, to discuss the identified issues and trends and potential impacts:

- 4 Staff workshops
- 2 Senior Management Team workshops (all Heads of Service and senior managers)
- A Corporate Management Team workshop (directors and Chief executive)
- Councillors in Hertford
- Councillors in Bishop's Stortford
- Executive Members workshop

Step 3 – Analysis and Presentation of Strategy

Gather outputs and present key strategic priorities, linked to corporate strategy and the evidence base.

Setting the Scene – District Picture

East Hertfordshire district covers an area of 477 square kilometres (184 square miles), approximately a third of the area of the County of Hertfordshire. It is 'peri-urban' lying on the northern fringe of Greater London, in the southwest of the East of England Region. East Herts is an attractive, predominantly rural, generally affluent area consisting of five market towns and over 100 scattered rural settlements.

East Herts is ranked within the ten most affluent/successful districts in England and has low unemployment with a claimant count rate of only 0.8%. The 2013 Halifax Rural Areas Quality of Life Survey ranked East Herts as having the third highest quality of life in rural Britain and the 2014 Telegraph index of the best places to live in England and Wales using official data on average weekly incomes, crime rates, health, home ownership, and economic activity ranks East Herts as the 5th best place to live in England and Wales.

Key Demographic Trends

Growing Population

Over the next 20 years (2014-2034) the population in East Herts is predicted to grow by around 27,000 to just under 170,000 (ONS, 2014). Large scale developments across the District aim to achieve 15,000 new homes by 2031 which may lead to further spikes in population increase.

An Aging Population

Over a fifth of the population of East Herts is over the age of 60. The number of older people aged 65+ is estimated to rise by 44% between 2004 and 2021 based on the revised Office for National Statistics 2004-based Sub-national population Projections. Life expectancy is above the national average.

There is a significant movement of people away from the District amongst the 18-20 age groups over the past 10 years, with a more gradual influx of people migrating in thereafter. Past later thirties, migration movements in and out of the District remain close to even. It is not until late 80s where we see another great influx of people coming in to the District to live (ONS, 2014).

Working East Herts

The positioning of East Herts mean that it has excellent commuter networks into London and other major commuter hubs. Some 36,164 people declared that they commuted out of East Herts to work in 2011 (Census) which represents 48% of the working population. This has led to an increase in train use over the past 10 years of 47%.

The employment rate in people aged 16-64 in East Herts is very high at 81.5%, compared with England at 71.3%. In terms of Job seekers allowance counts, East

Herts only has 1% of its population claiming, compared to 2.2% of the population of England (ONS, 2013).

A High Socio-Economic Standard of living

The proportion of East Herts residents that sit in the higher Social Grades A and B (49.7%) is considerably higher than that of England (38.37%). The district also has half the average national proportion of residents that would be classified in the Social Grade E (5.88%) and much of this is confined to pockets within East Herts (Census 2011).

Low Levels of Increasing Diversity

The population of East Herts is slowly becoming more diverse but at a much slower rate than England. The % white population has decreased 1.64% to 95.47% in the past 10 years, compared to a reduction of 4.31% in East England and 5.51% in England. There have been small increases of less than 1% in the number of Asian and Black ethnic groups (Census, 2011).

Even though the white population of East Herts has decreased, the % of 'white other' has increased 1.38% over the past 10 years with a significant concentration of 'white other' in the Bishop's Stortford Town centre area. (ONS, 2014).

Mobility in East Herts

Transport and access to services is an issue in East Herts. The district has the third highest number of people aged 65 plus, living alone with no transport and people aged 65 plus with poor mobility, specifically there is rural isolation characterised by elderly people living alone, with poor mobility, without their own means of transport.

A considerable amount of evidence exists to show that parts of rural East Herts suffer from a lack of access to services such as health facilities. "The Hidden Need, Overcoming Deprivation in Hertfordshire" (HCF 2006) showed that "there are quite large remote areas where more than 10% of households do not own a car." Hertfordshire's Local Transport Plan Accessibility Strategy 2006/07 – 2010/11 demonstrated that rural parts of East Herts showed pockets of poor access to services.

Population Profile

Experian is a global information services company, providing data and analytical tools around the world. Mosaic, Experian's cross-channel consumer classification is utilised widely in public and private sectors to help understand the demographics, lifestyles, preferences and behaviours of the UK adult population in extraordinary detail. Over 850 million pieces of information are used to create an easy to understand segmentation that allocates 49 million individuals and 26 million households into one of 15 Groups and 66 detailed types.

The population profile of East Herts is shown in the table below, groups ordered by the percentage of the population they make up. This allows the Council to consider the needs of East Herts residents in more detail and how they may engage with Council services. The high socio-economic standard of living in the district is evident with over half of the population falling into working professional households with those in less affluent groups making up a minority of the population.

Successful professionals living in suburban or semi-rural homes	19.5% (8.23% nationally)
Couples with young children in comfortable modern housing	17.83% (5.78% nationally)
Middle income families living in moderate suburban semis	13.72% (11.18% nationally)

Despite the rural nature of the district and the growing elderly, the mosaic profiles reveal that the number of households isolated or elderly reliant on state support are lower than the national average and a small proportion of the population:

Residents of isolated rural communities	3.22% (4.46% nationally)
Elderly people reliant on state support	2.99% (5.53% nationally)
Active elderly people living in pleasant retirement locations	2.54% (4.4% nationally)

East Herts is a district of contrasts with smaller, concentrated households with different service needs:

Families in low-rise social housing with high levels of benefit need	0.6% (5.53% nationally)
Lower income workers in urban terraces in often diverse areas	0.57% (7.16% nationally)
Young people renting flats in high density social housing	0.23% (5.55% nationally)

Whilst a large proportion of our residents may access and need the Council's services in one way, the district has pockets of isolation, and different needs which must also be addressed.

Full Mosaic Profile of East Herts

MOSAIC Group Brief Description		East Herts Number Households %	East Herts Number Households
D	Successful professionals living in suburban or semi-rural homes	19.5	11,489
F	Couples with young children in comfortable modern housing	17.83	10,506
E	Middle income families living in moderate suburban semis	13.72	8,080
H	Couples and young singles in small modern starter homes	9.78	5,760
G	Young, well-educated city dwellers	8.63	5,083
C	Wealthy people living in the most sought after neighbourhoods	7.21	4,248
B	Residents of small and mid-sized towns with strong local roots	5.23	3,084

K	Residents with sufficient incomes in right-to-buy housing	4.64	2,733
J	Owner occupiers in older-style housing in ex-industrial areas	3.31	1,952
A	Residents of isolated rural communities	3.22	1,898
M	Elderly people reliant on state support	2.99	1,763
L	Active elderly people living in pleasant retirement locations	2.54	1,494
O	Families in low-rise social housing with high levels of benefit need	0.6	351
I	Lower income workers in urban terraces in often diverse areas	0.57	338
N	Young people renting flats in high density social housing	0.23	133

Source: Experian Mosaic Database – Public Authority 2014

Spatial Profile of East Herts District Council

East Hertfordshire covers an area of 477 square kilometres (184 square miles) and comprises approximately a third of the area of the County of Hertfordshire. Although predominantly a rural district, East Herts can best be described as 'peri-urban' lying on the northern fringe of Greater London. The district is also located with the London-Stansted-Cambridge-Peterborough sub-region. East Herts is perhaps unique in that the three New Towns of Stevenage, Harlow and Welwyn Garden City lie immediately on its borders with approximately the southern third of the district designated as Metropolitan Green Belt.

One of the reasons for East Herts' rural character is that the district is bypassed by the strategic transport corridors; the M11 and the West Anglia Main Line to Cambridge to the east and the A1 (M) and East Coast Mainline to the west. In addition the M25 London Orbital Motorway lies further to the south whilst London Stansted Airport lies just across the boundary in Essex to the east, with London Luton Airport lying further to the west in Bedfordshire. The rural nature and scattered settlement pattern of the district in addition to high levels of affluence has resulted in high levels of car ownership with 66% of the working population travelling to work by car.

East Herts is ranked within the ten most affluent/successful districts in England and has low unemployment with a claimant count rate of only 0.8%. Whilst the local economy is based upon small and medium sized businesses there is a predominance of managerial, professional and technical occupations amongst the residents. Given the district's location within the London Commuter Belt, some 17% of the working population commute to and from the capital. The district has a population of 131,000 and has witnessed significant growth in recent years. The local population is one of the healthiest in England and Wales and levels of recorded crime are generally lower than the national average. Educational attainment is also generally very high with a third of the district's comprehensive schools in the top 50 nationally.

Bishop's Stortford is the district's largest town and sits astride the River Stort on the border with Essex and acts as a minor sub-regional centre for both east Hertfordshire and west Essex. Hertford, the county town, lies at the confluence of four rivers and is the principal employment centre within the district primarily because of the presence of local government administration. Ware and Sawbridgeworth are smaller historic market towns each with their own character and local economy, sitting astride the River Lea and adjacent to the River Stort, respectively. Buntingford situated on the River Rib is currently the smallest town in East Herts but is surrounded by an extensive rural hinterland and functions as an important rural service centre. The rural area contains numerous historic villages and hamlets of varying sizes with many still functioning as farming settlements providing vital community services for local residents.

SOURCE: Everybody Matters: A Sustainable Community Strategy for East Herts 2009 - 2024

Demographic Profile of East Herts

East Herts has 30 wards with very different characteristics. East Herts has a population of 137,687 and has risen 2.6% from the previous (Census 2001). The population consists predominantly of people aged 30-59 (43.6%) and under 16 (20%). Over a fifth (21.5) of the population is aged 60 and over and this has shifted the average age of East Herts to 40, up 2 years from the 2001 Census (Census, 2011).

Ethnicity

East Herts has an ethnic minority population of 9.75% which has risen 3% in the past 10 years (Census, 2011). The largest ethnic minority groups are White Other (4.04%), White Irish (1.18%) & Asian or Asian British: Indian (0.73%)

The largest ethnic minority population is in Bishop's Stortford All Saints (19%) which includes 8.9% White Other and 3.7% Asian/Asian British. The 5 highest wards for ethnic minority are all the wards in Bishop's Stortford. Braughing has the lowest ethnic minority population at 4.4%, of which 2.1% are White Other. 63% of East Herts population are Christian. 28% have no religion.

Economic Activity

The employment rate in people aged 16-64 in East Herts is very high at 81.5%, compared with England at 71.3%. Amongst the economically inactive, 10.9% of the population do not want a job. In terms of Job seekers allowance counts, East Herts only has 1% of its population claiming, compared to 2.2% of the population of England (ONS, 2013).

Qualifications

A third (33%) of people in East Herts are qualified to degree level or higher, comparing to 27% in England. However, 17% of people have no qualifications

Health

The general health of people in East Herts is very good compared with England and Wales as a whole. Only 3.4% of people reported in Census described their health to be 'bad' or 'very bad' (6.4% England). 13.1% of people have a limiting long-term illness, compared to 17.6% in England. Incapacity benefit sits at 3% of the population, compared to 7% in England.

Housing

Home ownership declared in Census was 71.8% of which 45% of these are owned outright. 12.7% of properties are classed as social housing (rented from council, housing association or registered social landlord). 28% of households in East Herts comprise of one person only, of whom 11% are over 65's. 28% of households have dependent children.

Transport

Almost 12% of people in East Herts work from home which is an increase of 28% in the 10 year Census dates. The majority of people travel to work by car as a driver or passenger (61%) and Train (13.5%) although train usage has increased 47% over the Census dates. Car non-ownership in households has reduced slightly to 12.8% but 34.6% of households have two cars in their household.

SOURCES:

ONS, local profiles, employment theme, 2013

Neighbourhood Statistics using Census, 2011

Local Government Association (using Census 2011 data)

ONS, Regional Labour Market: JSA01 - Claimant Count for Local and Unitary Authorities, (November 2014)

Setting the Scene – Access Channel Analysis and Profiling

Minorities in East Herts

Whilst there is clear majority of reasonably affluent families and older families in East Herts, there are also minorities who are in need of support and services. These matter to members and all employees alike. All agreed we could find out more about the minorities and especially those more vulnerable in our District and the services these minority groups need and/or should be offered.

Growing Population

The population growth in East Herts has been steady and consistent, an 8% growth between 2003 and 2014. The age profile is shifting as people live longer which will impact service delivery both in terms of access to services as public transport services are poor and complexity as an aging population may have more complex needs in terms of health and welfare. This is a key area as it requires joined up service delivery with other agencies, partners and volunteers.

East Herts will have two significant population changes in the short to medium term which need to be planned for given the changes on demand for our services with housing developments in Buntingford and Bishop's Stortford.

It is evident that migration to East Herts from European countries has increased recently, which is placing some demands upon front line service delivery in the format of translation requirements.

Aging Population

The aging population in East Herts is changing demand for services. Links with Health and Well-Being are strong and this will be a complex, multi-agency and multiple partner service delivery environment.

There will be a need to join up more services and help their delivery to older people who may be more isolated and are more likely to be managing their health as a result of longer life expectancy particularly issues such as dementia and mobility. In the short to medium term access channels shift may be halted, with predominance for telephone and email as opposed to interactive website and internet based self-service.

Travel

East Herts remains accessible largely by car. Public transport options can be quite limited and this adds to the potential isolation and vulnerability of an aging population or minority groups without access to their own method of transportation. Services that can only be accessed face to face or that the Council only offers face to face, may subsequently exclude some customers.

Access Channels

All organisations have multiple access channels which offer choice. This sometimes means the same customer contacts the council over several access channels to raise the same issue out of frustration. This results in a more inaccessible service.

We do not design services to be delivered or offered by the access channel of preference by customers, we do not consider reasons why the preference may change and we do not encourage or promote channels as a primary route of access. The Council could plan better by profiling our communities as a whole and for particular services. There may be occasions where this approach to 'demand management' will maximise the availability and access to services, although this may conflict with customer expressed preference.

Some services may best be delivered by a particular access channel, when this is the case we should identify it and do it.



Service Design – Access Channels

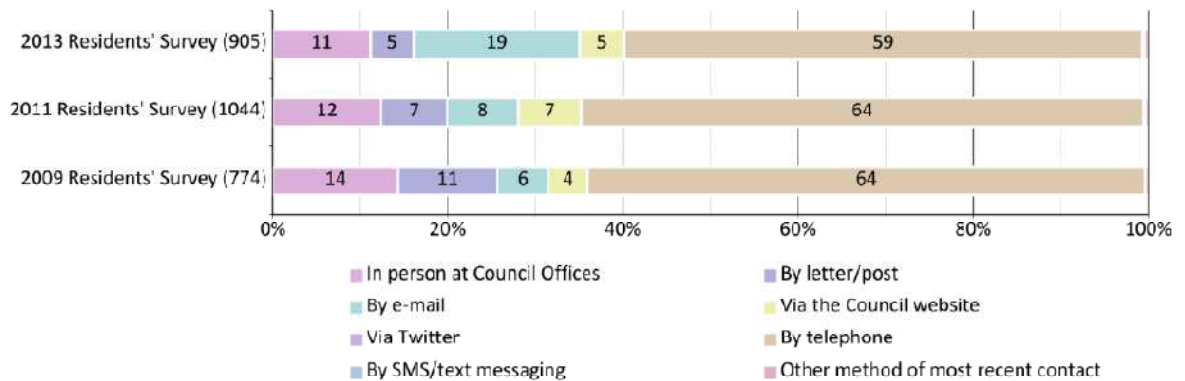
Based on East Herts' social grade profile:

1. 19208 (32.22%) of East Herts households prefer to use email as their preferred tool of communication
2. 15712 (25.75%) households prefer internet
3. 9799 (16.63%) mobile
4. 7482 (17.70%) home phone
5. 6711 (11.39%) households prefer post as preference

Total phone = 34.33%

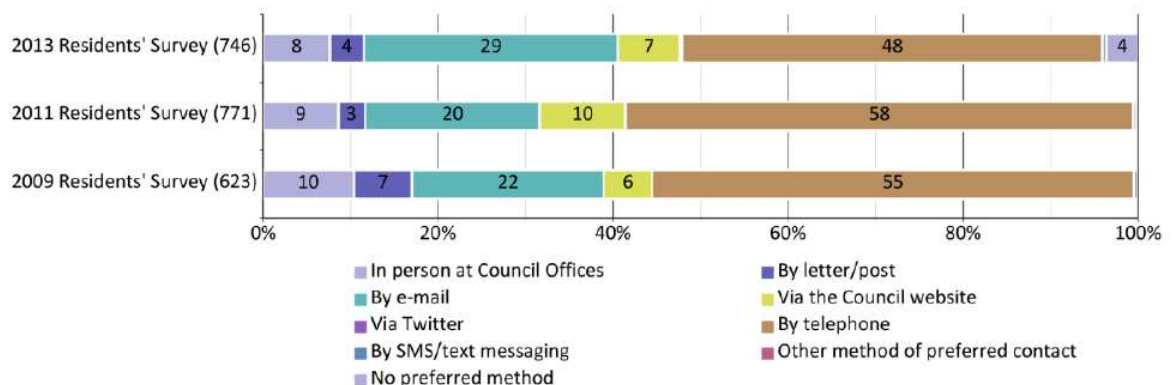
(Mosaic, 2013)

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



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

How would you prefer to contact East Herts Council?



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

ORS, District Wide Survey 2013

On-line

E-mail is an ever growing and important access channel as is the preference of many customers to access our services. The reasons may vary from service to service but it is rapidly replacing letter as the customers preferred communication

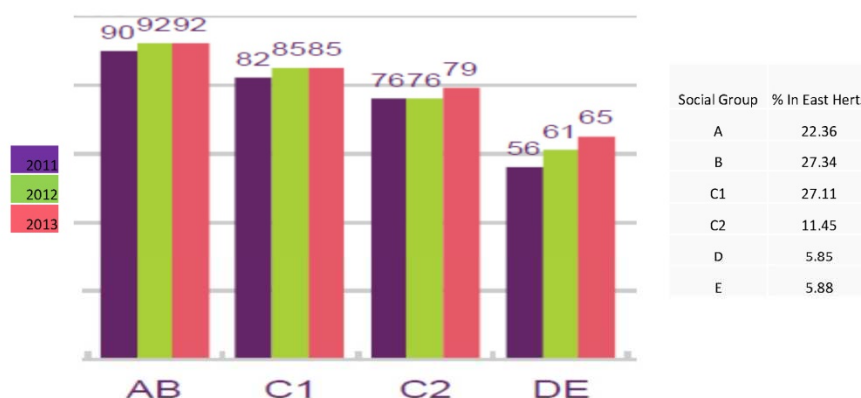
channel. Email is a permanent record, time stamped with an audit trail. The way in which we manage, reply to and utilise email is critical to the Council and is an area we could develop more.

East Herts is on-line; the majority of households, over 80% have someone within them who can access the internet. Use is relatively high given the predominance of high social classes. Adoption of new devices such as tablets and laptops is increasing the rate of adoption amongst older and younger users. However East Herts customers have a low desire to use the web as their access channel of choice, much lower than we could expect given the profile of the population. There is evidence we could reasonable expect use to increase to shift to 26% of contact subject to services being fully available on-line, current preference is below 10%.

The website is full of information that is written by service specialists in their language. There is a huge opportunity to change this by centralising content authoring, supporting services in preparing what information they want to provide and what services they wish to present better.

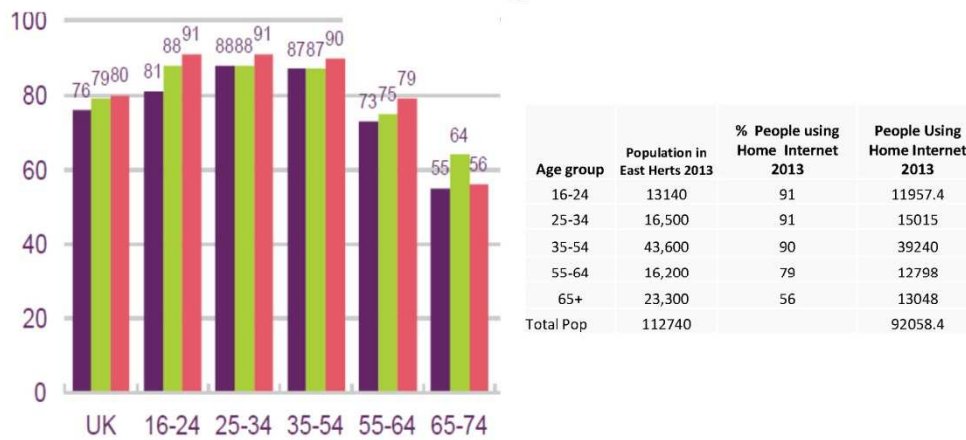
Website use and increased demands for on-line end-to-end service provision is inevitable, our preparation for this could be improved.

Service Design – Internet Use



Based on the social grades found in East Herts, 50338 (85.45%) households have someone that will access the internet at home, 83.67% in East England
(OFCOM, 2013)

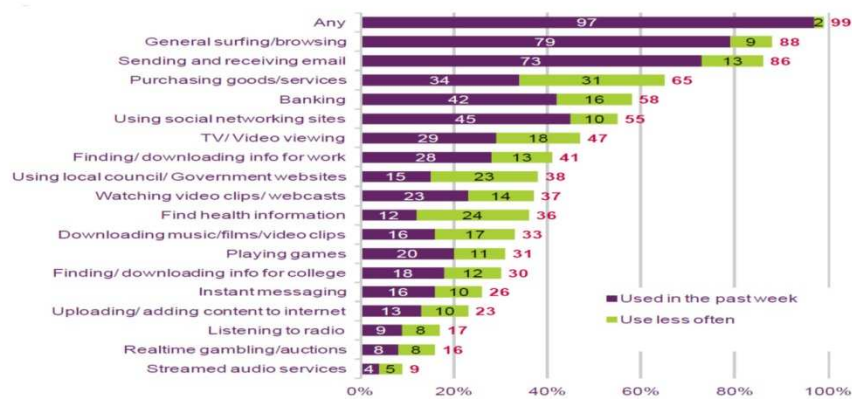
Service Design - Internet



Based on the age profile in East Herts, 92058 (81.66%) population 16+ have someone that will access the internet at home, 74.47% in East England
(OFCOM, 2013)

DRAFT

Service Design – Use of the Internet



- 86% of East Herts Internet users 16+ send/receive emails regularly accounting for 79170 people
- 58% use online banking (53594 people)
- 38% (34982 people) claim to use the Internet to access Government/Council websites

DRY

Telephone Access

The Council has seen the preference for telephone access fall from 70% five years ago to around 50% now. However there are pressures in terms of very high demand for services (Revenues and Benefits) which may reverse this trend. An aging and potentially more isolated population may also increase the desire for telephone contact. Telephone remains the most important access channel reflecting in part the nature of the services we provide, where problems are registered for fixing or complex matters that need discussion are required and it is not easy to travel to do this face to face either due to work/life commitments and the challenges of travel. Getting telephony right and employing telephone technologies will be of on-going benefit to the largest number of customers.

Service Design – Telephone Use

Figure 5.75 Household penetration of fixed and mobile telephony, by socio-economic group and age



- 589 (1%) of East Herts households have no form of personal telephone communication
- 2945 (5%) of East Herts households don't have any mobile phone
- 8835 (15%) have only a mobile phone

Face to Face

Face to face services in Council Offices have declined in preference to 8%, but the demand for housing and benefits advice is growing. Planning services also have aspects of service delivery that may only be delivered currently through face to face discussion/meeting.

However an aging population and more vulnerable minorities will have need of advice and support services which may only be provided face to face. Transport challenges may mean the Council has to consider how face-to-face service may be enabled with customers, not just those who are able to visit one of our Customer Service Centres.

Written Documentation

Like the website, other written information produced by the Council can be technical in nature and complex. It is a firm desire to continuously work to simplify things and provide a way of supporting services to do this be it a 'plain English' approach, use of 'fog indexes' on writing.

Social Media

Social media use remains small as a method of access to services and currently remains closely monitored by the communication team as it covers opinion and reputation. Any requests for service are switched to a more suitable channel to enable service delivery. This needs to be monitored as such social platforms will inevitably become more important in the future.

Knowledge

More knowledge than ever is available about the structure of our communities and where different groups of people live whether that is the more affluent majorities or those in minorities. This information is the basis for our overarching strategy for the access channels we will use and how we prioritise and shape them to suit our communities. This work can be done for all services to ensure services are offered to match customer preference and that decisions are made on how services are individually offered as one size does not fit all. Service planning can take account of this and the Council can plan to adapt and maximise its accessibility to suit its communities.

Setting the Scene – Outcomes of Staff Workshops 14th – 17th July

Key Points from Group Sessions

The group's sessions all pointed to the ageing population across England and within East Herts. There was acceptance that there would be more elderly people in future and this will bring about more interactions across the communication channels available. There was a common perception that this ageing population may mean more and more people of vulnerable ages won't be able to drive and this brought much debate in how we adapt channel choices.

In line with this ageing population, is the idea that residents will have more time on their hand whether it be to address issues, praise the Council, use the Council services etc. and this provides an opportunity to engage and advertise the leisure services that the Council provide.

The group sessions raised the need to consider the level of foreign people coming to live in East Herts. Even though EH has a relatively low population of European born residents and that from other ethnicities, it is well recognised that there are pockets in towns, most notably in Bishop's Stortford.

There was a common theme of concern with the ageing population and comments suggested that there was likely to be an increasing proportion of the population that suffer life debilitating diseases such as dementia. The groups pointed to the increase in care homes and that the Council needs to have better liaison with them.

With proposed housing developments set out in the District Plan, the groups recognised the need to increase resources in preparation for this increased demand for services. With this increased population, the groups recognised the need to monitor the need for services such as doctors, schools, transport reviews etc.

There was a divide or argument over services designed for the younger generation. With a high number of young children, playgrounds are likely to see good usage but in contrast, social patterns amongst the teenage population has moved more towards social media interaction and less actual interaction out of school hours and those associated problems such as underage drinking and anti-social behaviour.

There was an argument in a group session that social groupings may not change dramatically. The groups also commented that inflation rises in relation to earnings has made our population more reasoned in spending

Impact/ Issues of Population Profile for East Herts

- Ageing population mean we need to perhaps spend more time considering the content and ease of use of services
- The importance of developing relationship with County to understand better what each Council provides as services- better training so employees know quickly what services are and are not provided, perhaps have better knowledge of who to best speak to
- Careful liaison and better education of future transport changes i.e. loss of public transport services
- More pensions – more interactions!?
- Ageing population, less driving, more local services?!
- Increased requirement for other language text/ Immigration changes
- More care services, care homes etc. so better relationships need to be forged with these services
- Ageing population- more time to focus on 'Council issues' Letters/contact of complaints/praise possibly. More demand for our services
- Older people becoming more 'techy' increased use of social media- quick and powerful methods of circulation of council issues- quick to forge an opinion on Council
- There may be less calls/ letters in the long term, especially letters with technology
- Increased requirement for later/weekend contact/availability with longer working hours though job flexibility is greater than ever so patterns are complicated
- Social grouping may not drastically change
- More of a presence in Bishops Stortford may be needed with new homes that are proposed
- Outreach in Buntingford
- Consideration that there may need to be better accessibility of Council services to our customers rather than them coming to us
- Need to carefully consider why customers would want to call us rather than other methods
- More demand for school places, aid with families with young children
- Possibly more use of public spaces, play areas. Consideration that in social media age, these may not appeal to teenage groups like they used to
- Growing infrastructure/doctors/ transport issues, traffic, increased populations
- Need to really keep up to date with social media, identify issues quickly before they go viral e.g. particular issue of litter etc.- need to be seen to action/respond

- A need to help customers understand the number of services the Council provide and perhaps aid people more as what services are not provided by District but by County
- A need to consider inflation and how this is increasing in relation to pay scales which are in no way keeping up – tighter and more reasoned spending
- Support community bus services that are still in operation across East Herts I.e. SAWBO bus
- Perhaps a mobile presence to be introduced into rural areas
- More drop services
- For the Council to try to be more robust in pushing services that clearly operate much better online for example to be conducted online to be able to free up resources for other more hands on services

Impact/Issues of Contact Method and Preferences

All the groups touched on in slightly different forms the impacts of vulnerable groups of people that we need to consider when looking at channel choices. All groups pointed to the idea that, particularly in the elderly population, there is a real desire that people want to talk to someone 'human' for:-

- Ease of use, especially in more complex services
- Perhaps trust issues and just the desire to interact with someone
- A more powerful tool of persuasion
- A quicker resolve of a problem
- Especially important in elderly populations in rural areas where there are pockets of poor internet connection

The group sessions suggested that we need to find a way of getting our customers to trust the online services more, perhaps a financial incentive in some services would aid this dramatically like in car tax for example.

Email communication was quite a prominent form of discussion with the groups agreeing that customers do like the paper trail that emails bring about accountability. There was a perceived difference in how customers and our employees regard email in their importance with customers emailing in the hope on a more immediate response but this not necessarily being viable .

There was a common theme with the website that the layout of the website should be improved to make it more user friendly especially with the desire to increase customer use. One group suggested that the most used services such as planning should have much more prominent signage on the website. It was suggested that departments take more of a personal responsibility of the content of the website. There were also suggestions that use of social media could be improved in giving out information/responding to negativity and questioned if there are any real incentives for our population to want to join EHDC twitter and Facebook.

There were many comments of the current phone system and there were points to an improvement. There was a united agreement that the phone system and how people get into contact with the right person needs improving. All too often, customers seem to not be getting in contact with the right person first time which has time wasting implications. There was a real agreement that the front line team needed better understanding on what services each service provide and to have better knowledge of who exactly they need to speak to.

There were many comments on transport. With the population ageing, there were comments of possibly providing a mobile services and promoting the community transports that are currently in place such as the SAWBO bus. There was a real concern of social exclusion and this sense is heightened with the potential loss of public transport services proposed by the Herts County Council. Part of this concern is brought by living in a rural District where there are pockets of broadband unavailability or slow connections speeds that mean that it is too time consuming to do some services online. The groups suggested better liaison with the County Council on transport and just in services in general across all channels with better understanding to the public the services that the District, County and Town Councils provide which they believe would save time.

There was a theme that the Council needed to have a better understanding of what services work well on the internet, phone etc. and try to push our customers more into the channel choice that is easiest and most efficient, less 'hand holding'

Some of the more specific and less brought up points included:-

- Use of new/older technology- what happened to video phone, is skype a realistic tool, would an app work for a council service/ is the interactive service valuable resource
- Difference between customer opening times (08:30) and phone call time (9-5)
- Will the elderly population in 10 years' time be more 'tech savvy' than currently with less reliance of face to face/ phone
- Greater proportion of elderly, more time to contact us/complain/compliment
- Owning smartphones and using internet services on them can vastly differ
- Working is more flexible than ever, working from home has increased, is there a need to change times of services or are sufficient given this flexibility
- Service needs to be easy, if it's too difficult people will just give up and ring up instead
- Being on your own, increasingly likely in ageing population. People may want that extra assurance/ someone to talk to – fear of total social isolation.
- "Barclay's model" could be a considered method?!
- As the population gets older, the 'tech savvy' generation will increase, more accustomed to new forms of contact but may mean others feel even more isolated
- 'Support rather than serve'

- Prioritisation of different forms of contact
- To consider the price of equipment both to the Council and for our population, can they afford new forms of technology coming through
- There is often a difference between owning a smartphone and using available technology on the smartphone
- Security and Trust- Needs to be a consideration of how we can increase trust of using alternative services such as internet
- Need to carefully consider groups that are likely to increase in future with ageing population, so greater proportions of elderly. Dementia, for example will likely increase- impact on people remembering details etc.
- Social exclusion and vulnerability- bus service cuts being discussed, ageing population, car use as a % of travel to work has decreased- can people continue to use car as much?! Current pockets of isolation with regard to broadband availability
- On-going issues around email- email chains?! People are assured that they have written evidence of conversation- powerful tool if there are complications
- Differences between the phone contact times (9-5) and the time customers can come into the building (08:30)
- Will an ageing population drive a renaissance in phone usage, the idea of speaking to somebody human
- Some people feel that talking to someone is a more powerful tool in achieving their targets i.e. phone upgrades where people can often talk staff round to getting a better deal than that listed on internet. It may also be easier to explain a situation on the phone
- Question of what happened to Video phones, do they have a place?!
- An increasing population of people working from home, more phone usage?! Or possibly they have all facilities work based operation may have
- People's perceptions that emails will acquire quick/immediate response despite service standards compromised
- A need to review the ease of contact, are we effectively getting people in contact to the right person – a review of people on the phone to understand better who customers may need to talk to
- Time of contact Mon-Fri 9-5, absent on weekends
- Review website for accessibility, how user friendly it is, the form filling process and confirmation of receipt
- Hard to reach especially in rural areas
- In 10 years' time, will the new generation of elderly population have the skill set to use the internet, will there really be such demand for telephone/personal contact

- Young and elderly populations are amongst the highest groups in EH and are also the most likely to want to be in contact with us
- Growth in apps, can we tailor Council services to apps?! Would it work?!
- Are Interactive screens providing a valuable service?!
- Could Skype be a realistic method of contact?!
- Need to consider why all people are not using the internet, is it technology adaptabilities amongst customers, is it because of a poor experience
- Perhaps each department needs to take more responsibility of the information provided on the internet
- Are internet speeds across the District acceptable/ quick enough for people to perform the task they are trying to do
- Need to change people's mind-set on the use on internet services and phone calls
- People's priorities may change with ageing populations
- Website has improved but needs improving if it is going to be used more in the future
- Should the website have the most used services in a more prominent place – i.e. easier to find and navigate
- Phone calls can be so much more effective than any other channel choice in certain situations – complicated issues can be discussed quickly. Quick method of exchanging information from residents rather than back and forward services on email/internet
- Several phone calls can really interrupt working day- upset daily tasks. Emails and other channels help the Council balance the workload. Free up time
- The need to encourage our customers/redirect customers to other channels of contact. For example consider not sending out forms but encourage them to try online form – less hand holding
- Better management of social media!?
- Better education of the exact services each service provide so calls go to the right person first time. So big emphasis on customer service team- more awareness
- To ensure that we are not actively pushing people into a certain direction of contact, suggest where appropriate the best method of contact for each department

Setting the Scene – Member Workshops 4th and 9th September

Hertford

The group agreed with the overall make-up of the population of East Herts, being a place of affluence.

Members were concerned about grouping people together, stating that all groups could be minorities if you kept looking; specific needs should not be missed out as a result of pursuing a strategy to meet the needs of large majorities of the population.

Issues were raised about recent trends in primary school admissions, such that there were insufficient places and that this did not appear to be reflected in the longer term trends that had been presented. It was agreed that schooling was a draw for people in to East Herts.

The aging population and associated increase in health services was recognised, with increased demands for joined up services, linked together and offered. Agreement about the potential isolation of the elderly, including those who are asset rich in good housing yet have little income to support themselves. Transport was recognised as a key issue with aging impacting mobility and access to shops and services. This was felt to be increasing as the number of local shops in villages was in decline, there are no longer the small shops in villages/rural areas that previously offered stimulus and reason to go out for company and interaction with others. Social isolation was also felt to be increasing, in part, due to the busy lives of people now moving in to villages, with particular impact on the aging population.

The group felt strongly that East Herts was a district of lots on minorities, so small they were often overlooked and there was a strong feeling that more work to identify where such minorities in need/vulnerable would be and how services could then be better delivered to those minorities in different ways, joined up with other agencies. There was support for linking service plans to this knowledge with a feeling that we did not know enough.

There was agreement about the telephone access channel being very important for members and their constituents but that it was still complex to navigate to the right person. Support was expressed for extending the voice recognition used by members to the public.

Members agreed that access to technology was evolving and agreed that although mobile ownership was high they felt that the use discussed of around half that of telephone was correct.

Members strongly supported the evidence that email was growing and a high preference of contact for many, citing audit trail and record keeping by constituents. Members felt that service response to emails was variable in terms of timescales and quality and were not clear if the Council had set service standards for it. They expressed support for greater measures to manage, monitor and measure email traffic as an access channel.

It was felt that there was a resurgence of demand, particularly in Stortford, by those migrating to the district from other European countries, that an increase demand for schools and housing was resulting and support for those minorities to access services.

Lesbian Gay Bi-Sexual and Transgender minorities were raised both in terms of fear of crime and crime in East Herts and that there were particular issues in ensuring services recognised this dynamic in East Herts.

Members noted that the website would continue to grow in importance and supported the idea of more work to streamline and simplify content to be legible for the general public. Members agreed that it would be a challenge as officers needed to write formal documents, policies and reports in their work and that writing for the public, such that it was not 'Council speak', was something officers should be supported to do.

All members found the way of looking at the breakdown of groups in the district informative and thought provoking, feeling that services could be more targeted, focussed and even cost effective by using such information. Members felt they would consider the minority groups within their wards, where they were and how best to support them.

Bishop's Stortford

Once again members were very engaged with the analysis and agreed with the information regarding the majorities and minorities in East Herts. Members were supportive of doing more work to get closer to understanding the types of residents and where they lived, allowing more focussed service delivery.

The support for an aging population was discussed especially in the context of access to services.

Transport was discussed and how important bus services were to residents and that this was of growing importance given the increased elderly in our rural communities, even those very close to towns were unable to use regular bus services and that other approaches should be considered.

Legibility of documents, and the ease with which they could be read was discussed. In forms, letters and website information. Strong support was given to using tools such as 'fog indexes' and 'plain English techniques' to improve access to written materials. It was recognised that there were real needs driven by low educational attainment and immigration to local areas to Stortford which was placing demand on Councillors to support residents with even straightforward letters. It was felt the good personal interface in receptions should not be lost.

Recognition was given to the challenges officers face in writing for the public given the Council's demands for formal report and documentation. These formats of documents and language being a world apart from 'common language use'. Centralising web authoring and supporting officers to simplify communication was discussed and seen to be a plausible way to enhance things in a focussed way.

The group agreed with the premise of good, streamlined and automated services to be on offer for the majority groups alongside attention and investigation of minorities and delivery methods to ensure such very small minorities were supported.

Support again was given to the growth and importance of email communication, albeit in some wards residents did still use postal communication. Variability in email responsiveness and approach was also raised. Members felt a focus on timeliness and quality would be of benefit given its growth in use amongst East Herts residents.

Telephone was agreed as key, strong support for voice recognition to connect services up better was given. The group agreed the Council should be looking to continue to increase use of the website for service delivery but felt the volume of text made it harder to use, that the search results were still not helpful enough.

Once again members welcomed the insight to the population make-up of the district and felt it would be important to use such knowledge to help plan services better.

Setting the Scene – National Picture

Reduced Funding

Councils are currently half way through a scheduled 40 per cent cut in funding from central government. Having delivered £10 billion of savings in the three years from 2011/12, local authorities have to find the same savings again in the next two years. As a result of these cuts councils in many areas will not have enough money to meet all their statutory responsibilities.

Our future funding outlook model predicts that the amount of money available to deliver some of the most popular local services will shrink by 66 per cent by the end of the decade. This is likely to result in less money to spend on things such as filling potholes, providing youth services and funding leisure facilities (pools, gyms and parks). It will also mean less money to spend on libraries and a significant reduction in the help that councils can provide to local businesses.

Councils across England are preparing strategies to help mitigate these pressures. Local circumstance dictates what options are available for quick cost savings or income generation and the nature of the decisions that need to be made to achieve a sustainable financial position. It is anticipated that spending cuts will continue beyond 2020, pressures on the costs to deliver services are inevitable and continuous improvement is required.

SOURCE: LGA Report Under Pressure April 2014.

Economic Downturn

The UK economy grew by 0.7% in the third quarter of 2014 compared to the previous quarter, and was up by around 3% on a year earlier. The recovery has now been sustained at an above trend rate for nearly two years since early 2013 after a couple of sluggish years in 2011 and 2012.

Growth has been driven primarily by services over the past five years, but manufacturing and construction have also been on an upward trend since early 2013. This momentum seems to have waned recently in the case of manufacturing; however, as our key European export markets have lost momentum over the past six months.

Our main scenario is for UK GDP growth to average around 3% in 2014 and around 2.5% in 2015. This is similar to the latest consensus forecasts and slightly more optimistic than the OBR was in March.

Consumer spending growth is projected to be broadly similar to GDP growth next year, but with some moderation after 2015.

Inflation has fallen below the 2% target since January 2014 for the first time in more than four years, and we expect it to remain below target in 2015.

We do not expect any immediate rise in official UK interest rates, but a gradual upward trend seems likely to begin during the course of 2015 although market expectations of the timing of the first rate rise have been pushed back to the middle of next year. In the long term, however, we would still expect official rates to return to a more normal level of perhaps around 4% by 2020.

Higher interest rates will help savers and reduce pension fund deficits, but borrowers (including businesses and the government) might gain from locking in funding now for long term investments such as infrastructure and housing. Households need to bear in mind likely future interest rate rises in any decisions on mortgages or other longer term loans.

SOURCE: PWC Economic Outlook Nov 2014

Demographic Change

- The population is growing

Over the next 20 years (2012-2032) the population in England is predicted to grow by 8 million to just over 61 million, 4.5 million from natural growth (births – deaths), 3.5 million from net migration.

- The population is becoming more diverse

By 2031, ethnic populations will make up 15 per cent of the population in England and 37 per cent of the population in London.

- More people are living alone

By 2032 11.3 million people are expected to be living on their own, more than 40 per cent of all households. The number of people over 85 living on their own is expected to grow from 573, 000 to 1.4 million.

After recent growth, the number of births each year is expected to level off. Over time birth rates have fluctuated quite significantly. Current predictions are that the annual number of births will level off to around 680,000–730,000 births per year.

- Life expectancy and healthy life expectancy are growing

In 1901 baby boys were expected to live for 45 years and girls for 49 years. In 2012, boys could expect to live for just over 79 years and girls to 83 years. By 2032, this is expected to increase to 83 years and 87 years respectively. Healthy life expectancy is growing at a similar rate, suggesting that the extra years of life will not necessarily be years of ill health.

- The population is ageing

The combination of extending life expectancy and the ageing of those born in the baby boom, just after the Second World War, means that the population aged over 65 is growing at a much faster rate than those under 65. Over the next 20 years the population aged 65-84 will rise by 39 per cent and those over 85 by 106 per cent.

After a recent decline, the number of deaths each year is expected to grow. The number of deaths each year is expected to grow by 13 per cent from 462,000 to 520,000 by 2032.

- Health inequalities persist

Men and women in the highest socio-economic class can, on average, expect to live just over seven years longer than those in the lowest socio-economic class, and more of those years will be disability free.

SOURCE: The King's Fund Summary 2014

DRAFT

Equality and Diversity Policy Statement

East Herts Council is firmly committed to providing and promoting equality for all its employees and the wider community. The Council has adopted this policy to ensure equality influences the way we provide services and the employment of staff. To achieve this we will endeavour to create an environment in which there is respect for every individual and recognition that no member of the public, employee, potential employee, service user or Councillor will be discriminated against irrespective of their gender, race, ethnicity, colour, marital status, disability, age, sexuality, family responsibilities, religion, trade union involvement or political beliefs. Neither shall they be disadvantaged by conditions or requirements that cannot be shown to be justifiable for health and safety or legal reasons. This is not an exhaustive list and the Council recognises that there are other groups who may face unlawful discrimination.

In respect of race equality the Council has adopted the McPherson's definition of a racial incident '*a racial incident is any incident which is perceived to be racist by the victim or any other person*'.

The Council follows the Codes of Practice of the Commission for Racial Equality and Equal Opportunity Commission, and is committed to achieving the Equality Standard for local government.

We believe in the need to eliminate unlawful discrimination and to promote equality of opportunity in all that we do. We recognise the rich diversity of East Hertfordshire's population as a strength and we aim to treat all people with dignity and respect whilst recognising the value of each individual and the positive contribution they make to the diverse community and workforce.

EAST HERTS COUNCIL

EXECUTIVE – 3 MARCH 2015

REPORT BY EXECUTIVE MEMBER FOR STRATEGIC PLANNING AND TRANSPORT

AFFORDABLE HOUSING: AMENDMENT TO POLICY

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- To explain the recent changes in national planning policy relating to the provision of affordable housing.
- To set out the implications of this policy change for the Council's current Affordable Housing policy.
- To set out an amendment to the Council's Affordable Housing policy.

<u>RECOMMENDATIONS FOR EXECUTIVE:</u> that:	
(A)	the changes in national planning policy announced through the Ministerial Statement are noted; and
(B)	consideration is given to implementing a threshold of 5 units or less in Category 1 and 2 Villages, below which affordable housing contributions will not be sought; and
(C)	the Council's policy requirement for the provision of affordable housing in Category 1 and 2 Villages be amended and the revised wording for policy HSG3 (II), (III) and (IV) as set out in paragraph 2.18 of this report be recommended to Council for agreement.
<u>RECOMMENDATIONS FOR COUNCIL:</u> that:	
(A)	the changes in national planning policy announced through the Ministerial Statement are noted; and
(B)	the Council implements a threshold of 5 units or less in Category 1 and 2 Villages, below which affordable housing contributions will not be sought; and

(C)	the Council's policy requirement for the provision of affordable housing in Category 1 and 2 Villages be amended and the revised wording for policy HSG3 (II), (III) and (IV) as set out in paragraph 2.18 of this report be agreed.
	<p>As a result, the threshold and requirement for provision of affordable housing would be as follows:</p> <p>(a) Main Settlements:</p> <p>Threshold: Sites over 15 units or 0.5ha Provision: Up to 40%</p> <p>(b) Category 1 and 2 Villages:</p> <p>Threshold: Sites of up to 5 units or 0.17ha Provision: None</p> <p>Threshold: Sites of 6-10 units or 0.18 – 0.32ha and a combined gross internal floorspace of less than 1000sqm Provision: Financial contribution</p> <p>Threshold: Sites of 11-14 units or 0.33 – 0.49ha or combined gross internal floorspace of more than 1000sqm Provision: Up to 25%</p> <p>Threshold: Sites over 15 units or 0.5ha Provision: Up to 40%</p>

1.0 Background

- 1.1 On 28 November 2014 the Government published new national planning policy on the use of Section 106 planning obligation agreements. The key change is that, except in 'designated rural areas', affordable housing and tariff style contributions should not be sought from development of 10-units or fewer and which have a combined gross floorspace of no more than 1000 square metres.
- 1.2 The Government has introduced this change of policy through a Ministerial Statement and the insertion of a few new paragraphs

into its Planning Practice Guidance (usually referred to as the NPPG), its online set of planning guidance notes which supplements the National Planning Policy Framework (NPPF).

- 1.3 The Council's current policy in relation to the provision of affordable housing in association with development is set out in Temporary Policy HSG3, an amendment to the affordable housing policy HSG3 contained in the Local Plan 2007. This temporary policy was agreed by Council on 12 December 2012, and included both a change in threshold in relation to the requirement to provide affordable housing, and the percentage amount to be sought from development schemes, in the Category 1 and 2 Villages.
- 1.4 The Ministerial Statement on the 28 November 2014 has immediate effect and therefore the Council is required to amend its current affordable housing policy to ensure that it is in conformity with the new national planning policy.

2.0 Report

Key points from the Ministerial Statement and the NPPG

- 2.1 The Government is introducing into national policy a threshold beneath which affordable housing and tariff style contributions should not be sought. The rationale behind this policy change is to tackle the disproportionate burden of these contributions on small-scale developers, and custom and self-builders, providing a driver for greater economic activity by stimulating development.
- 2.2 Therefore, affordable housing and tariff style contributions should not be sought from sites of 10-units or less, and which have a maximum combined gross floorspace of less than 1,000 square metres.
- 2.3 However, in designated rural areas under Section 157 of the Housing Act 1985 (including National Parks and Areas of Outstanding Natural Beauty) the local planning authority may choose to implement a lower threshold of 5-units or less, beneath which affordable housing and tariff style contributions should not be sought.
- 2.4 If the 5-unit threshold is implemented, then payment of affordable housing and tariff style contributions on developments of between

6-10 units should be sought as a cash payment only and be commuted until after completion of all units within the development.

- 2.5 These changes will not apply to Rural Exception Sites, which, subject to the local area demonstrating sufficient need, remain available to support the delivery of affordable homes for local people.

Designated Rural Areas

- 2.6 A designated rural area is any area described under Section 157(1) of the Housing Act 1985, which covers all National Parks and Areas of Outstanding Natural Beauty, plus any additional rural areas designated by Secretary of State order.
- 2.7 In East Herts, the majority of Parishes are listed in the Housing (Right to Acquire or Enfranchise) (Designated Rural Areas in the East) Order 1997, and are therefore designated as 'rural areas' under Section 157(1) of the Housing Act 1985. The table below shows the Parishes in East Herts which are listed in the Secretary of State order:

Designated Rural Areas in East Hertfordshire – Entire Parishes

Albury, Anstey, Ardeley, Aspenden, Aston,
Bayford, Bengoe Rural, Benington, Bramfield, Braughing, Brent Pelham,
Brickendon Liberty, Buckland,
Cottered,
Datchworth,
Eastwick,
Furneux Pelham,
Gilston, Great Amwell, Great Munden,
Hertford Heath, Hertingfordbury, High Wych, Hormead, Hunsdon,
Little Berkhamsted, Little Hadham, Little Munden,
Meesden, Much Hadham,

Sacombe, Standon, Stapleford, Stocking Pelham,
Tewin, Thorley, Thundridge,
Walkern, Ware Rural, Watton at Stone, Westmill, Widford, Wyddial

- 2.8 Therefore, the Council can choose to implement the lower threshold, of 5-units or less, to development in these Parishes as they are 'designated rural areas', in accordance with the Ministerial Statement.

Current Policy Position - Temporary Affordable Housing Policy HSG3 (as amended 12 December 2012)

- 2.9 The Council's current policy in relation to the provision of affordable housing is set out in Temporary Policy HSG3, an amendment to the affordable housing policy HSG3 contained in the Local Plan 2007. This policy was amended on 12 December 2012 and was anticipated to remain in force until replaced with one in the forthcoming District Plan. The policy states:

In the six main settlements of:

- Bishop's Stortford
- Buntingford
- Hertford
- Sawbridgeworth
- Stanstead Abbots and St Margarets
- Ware
- the inclusion of up to 40% affordable homes will be sought on sites proposing 15 or more dwellings, or over 0.5 hectares.

In Category 1 and 2 villages:

- the inclusion of up to 25% affordable homes will be sought on sites proposing between 4 and 14 dwellings inclusive, or sites between 0.12ha and 0.5ha.
- the inclusion of up to 40% affordable homes will be sought on sites proposing 15 or more dwellings, or over 0.5 hectares.

Implication of Ministerial Statement on Current Policy Position

- 2.10 The Ministerial Statement on the 28 November 2014 has immediate effect and therefore the Council is required to alter its current affordable housing policy.

- 2.11 In the six main settlements, the threshold for seeking affordable housing contributions is for schemes of 15 or more dwellings, or over 0.5 hectares. This threshold conforms with the new national planning policy so no amendments are needed to this part of the policy.
- 2.12 However, in Category 1 and 2 Villages, the threshold for seeking affordable housing contributions is for schemes of 4 or more dwellings, or sites over 0.12 hectares. As this threshold falls below the nationally imposed threshold of 10 units, or 5 units in 'designated rural areas', the current policy relating to the provision of affordable housing in Category 1 and 2 Villages requires amendment.
- 2.13 All of the Category 1 and 2 Villages fall within Parishes which are 'designated rural areas'. Therefore the Council can choose to implement the lower threshold (of 5-units) below which affordable housing and tariff style contributions will not be sought in these villages. The tables below list the Category 1 and 2 Villages from the Local Plan 2007, alongside the relevant 'designated rural area'.

Category 1 Villages

<u>Category 1 Village (Local Plan)</u>	<u>Designated Rural Area</u>
Braughing	Braughing Parish
Hertford Heath	Hertford Heath Parish
High Cross	Thundridge Parish
Hunsdon	Hunsdon Parish
Much Hadham	Much Hadham Parish
Puckeridge	Standon Parish
Tewin	Tewin Parish
Walkern	Walkern Parish
Watton-at-Stone	Watton-at-Stone Parish

Category 2 Villages

<u>Category 2 Village (Local Plan)</u>	<u>Designated Rural Area</u>
Aston (excluding Aston End)	Aston Parish
Bayford	Bayford Parish
Benington	Benington Parish
Brickendon	Brickendon Liberty Parish
Dane End	Little Munden Parish
Datchworth	Datchworth Parish
Furneux Pelham	Furneux Pelham Parish
Great Amwell	Great Amwell Parish
Hadham Ford	Little Hadham Parish
High Wych	High Wych Parish
Little Hadham	Little Hadham Parish
Standon	Standon Parish
Stapleford	Stapleford Parish
Thundridge	Thundridge Parish
Wadesmill	Thundridge Parish
Widford	Widford Parish

- 2.14 It is recommended that the Council chooses to exercise its right to implement the lower threshold, of 5-units or less, in the Category 1 and 2 Villages. This would enable the Council to seek financial contributions from schemes comprising between 6 and 10 units, which can be used to facilitate the delivery of additional affordable housing in the rural area. The financial contribution will be required to be paid following the completion of the proposed scheme.
- 2.15 This amended policy will remain in force until it is replaced with one in the forthcoming District Plan. Members will be aware that the draft District Plan Affordable Housing Policy HOU3, proposed

a threshold of 5 dwellings across the district and this draft policy will also require amendment in light of the change in national policy.

- 2.16 The change in national policy will also need to be reflected in emerging Neighbourhood Plans. In particular, amendments may be required to policies in the Bishop's Stortford Neighbourhood Plan – Silverleys and Meads Wards, prior to the Plan's adoption.
- 2.17 It is anticipated that the District Plan will include a formula based calculation which will be used to determine the financial contribution sought from each scheme. However, in the interim period prior to the adoption of the District Plan, it is proposed that the financial contribution be calculated in negotiation with the Council's Housing Development Officer, in consultation with the Portfolio Holder and Director, and subject to agreement by the Council's Development Management Committee.
- 2.18 The proposed revised policy position is set out below:

Temporary Policy HSG3 – applicable from 29 November 2014

HSG3 Affordable Housing

- (I) Affordable housing is defined as housing provided, with subsidy, both for rent and low cost market housing, for people who are unable to resolve their housing requirements in the local private sector housing market because of the relationship between local housing costs and incomes.
- (II) Affordable housing provision will be expected on sites:
 - (a) Proposing 15 or more dwellings, or over 0.5 hectares, in the six main settlements; and
 - (b) Proposing 11 or more dwellings, or over 0.33 hectares, or which have a combined gross internal floorspace of more than 1000 sqm, in the Category 1 and 2 villages.
- (III) On suitable sites (in accordance with policy HSG4)
 - (a) In the main settlements the inclusion of up to 40% affordable homes will be sought as part of the proposed development of the site.
 - (b) In Category 1 and 2 villages the inclusion of up to 25%

affordable homes will be sought for schemes which comprise between 11 and 14 units inclusive (between 0.33ha and 0.49ha) as part of the proposed development of the site and up to 40% affordable homes will be sought for schemes which comprise 15 or more units or over 0.5ha in size as part of the proposed development of the site.

- (IV) In Category 1 and 2 villages, a financial contribution to the provision of affordable housing will be sought for schemes which comprise between 6 and 10 units inclusive (between 0.18ha and 0.32ha) and which have a combined gross internal floorspace of less than 1000 sqm. The financial contribution will be calculated in negotiation with the Council's Housing Development Officer, in consultation with the Portfolio Holder and Director, and subject to agreement by the Council's Development Management Committee.

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

- Ministerial Statement 28 November 2014
<http://www.publications.parliament.uk/pa/cm201415/cmhansrd/cm141128/wmstext/141128m0001.htm>.
- National Planning Practice Guidance 'Planning Obligations'
<http://planningguidance.planningportal.gov.uk/blog/guidance/planning-obligations/planning-obligations-guidance/>
- The Housing (Right to Acquire or Enfranchise) (Designated Rural Areas in the East) Order 1997
<http://www.legislation.gov.uk/ukSI/1997/623/schedule/1/made>
- Report to Executive: Affordable Housing: Planning Policy Requirements (4 December 2012)
<http://online.eastherts.gov.uk/moderngov/documents/s17319/Affordable%20Housing.pdf>

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</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>Prosperity – Improving the economic and social opportunities available to our communities</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:	Housing Manager, Housing Development Officer, Development Control Manager
Legal:	Provision of affordable housing has an established legislative background within which the Council can establish its own policy.
Financial:	n/a
Human Resource:	n/a
Risk Management:	n/a
Health and wellbeing – issues and impacts:	The provision of affordable housing has a positive impact on health and wellbeing as it contributes to the creation of sustainable, balanced communities.

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EAST HERTS COUNCIL

EXECUTIVE – 3 MARCH 2015

REPORT BY THE LEADER OF THE COUNCIL

REPORT TITLE: 2015/16 SERVICE PLANS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report

- The purpose of the report is to set out the draft service plans for 2015/16 for approval.

<u>RECOMMENDATION FOR THE EXECUTIVE: that:</u>	
(A)	The attached service plan activity for 2015/16 be agreed.

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. A service plan for Business Development will need to be developed once the new Head of Service has started. The Head of Strategic Finance may also wish to consider minor revisions to their plan once they have had an opportunity to start in their role too.
- 2.2 For ease, only Table 2, 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.

- 2.3 Overall, the actions detailed reflect the Budget Report that was presented to Executive on 3 February 2015.
- 2.4 The 2015/16 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>

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ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p><i>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</i></p> <p><i>This priority focuses on delivering strong services and seeking to enhance the quality of life, health and wellbeing, particularly for those who are vulnerable.</i></p> <p><i>Place – Safe and Clean</i></p> <p><i>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</i></p> <p><i>Prosperity – Improving the economic and social opportunities available to our communities</i></p> <p><i>This priority focuses on safeguarding and enhancing our unique mix of rural and urban communities, promoting sustainable, economic opportunities and delivering cost effective services.</i></p>
Consultation:	<p>There are no specific consultation implications, although all Service Heads should have consulted staff in the development of their service plans.</p> <p>In addition joint scrutiny reviewed the service plans at their meeting on 10 February 2015 and their recommendations need to be considered.</p>
Legal:	There are no legal implications.
Financial:	Executive will receive the report on 3 March 2015. Any changes that may arise to financial implications linked to key service activity will be updated by Strategic Finance after the meeting.
Human Resource:	There are no direct human resources implications in this report, where these arise in relation to specific service plan actions these will be discussed at DMTs.
Risk Management:	<p>Individual actions have been risk assessed and will be reviewed and reported separately by the Risk Management Group.</p> <p>The risk in not implementing the integrated service</p>

	planning and financial management framework could result in the council's corporate priorities not being delivered.
Health and wellbeing – issues and impacts:	A number of the council's service plan actions do support/contribute to the health and wellbeing agenda.

Shared Business and Technology Services - Service Plan 2015/16

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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver customer focused services								
15-BTS01	Here to Help Delivery of an on-line IT Service Desk System to provide alternative ways of accessing ICT services.	Service Provider / Commissioner / Manager	Target: Delivered by December 2015. Outcome: Customers better able to access services and assess performance. Critical Success Factors: Resolving likely resource and priority conflicts. Environmental Impacts: None.	31 December 2015	Head of Business & Technology Services		No Impact	None
15-BTS02	Here to Help Draft and agree new ICT usage policies to enable more flexible use of ICT whilst maintaining strong system security and compliance with the rules laid out by the Public Services Network (PSN) and the Information Commissioner.	Service Provider / Commissioner / Manager	Target: Deliver by June 2015. Outcome: Customers able to access services more flexibly from different devices at home and at work. Critical Success Factors: Policies must meet with PSN and Data Protection rules. Environmental Impacts: None.	30 June 2015	Head of Business & Technology Services		No Impact	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								
15-BTS03	Upgrade Microsoft Exchange to the 2010 version covering upgraded e-mail and calendar functionality.	Service Provider / Commissioner / Manager	Target: Delivery by December 2015. Outcome: Positive feedback from customers relating to new solutions, better use of calendar functionality and improved e-mail management. Critical Success Factors: Agreement of new policies on e-mail management, actions to reduce large backlogs of e-mail held and staff training. Environmental Impacts: None.	31 December 2015	Head of Business & Technology Services	Corporate Initiative		None

Action Plan							Connections	
Page 82	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:
	15-BTS04	Deliver the milestones for 2015/16 set out in the new four year ICT Strategy that will begin in April 2015.	Service Provider / Commissioner / Manager	Target: ICT are consulting on the milestones with senior management and they will be reported to Corporate Business Scrutiny with the strategy itself in March 2015. Outcome: Delivery of a wide range of benefits that will enable ICT to support the delivery of wider strategic objectives set out in corporate plans Critical Success Factors: Support from the business to allow strategy implementation to be prioritised. Environmental Impacts: None	31 March 2016	Head of Business & Technology Services	No Impact	None

Communications, Engagement and Culture Service Plan 2015/16

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:

Corporate Priority: People
Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute

Increase community engagement

15-CEC01	Provide proactive and timely communications support for 2015 elections results.	Community Leadership	Target: Timely and effective communications. Outcome: Informed public. Critical Success Factors: Observing purdah. Environmental Impacts: N/A	07 May 2015	Communications Team Leader		Support for election process	None
15-CEC02	Explore the options for developing a corporate responsibility initiative based around staff volunteering in community and environmental projects.	Community Leadership	Target: Identify demand and deliver initiative. Outcome: Engaged volunteering with projects to be identified. Critical Success Factors: Corporate buy-in. Environmental Impacts: may include environmental improvements	01 March 2016	Joint action: Communications Team Leader, Engagement and Partnerships Team Leader and HR		HR	None
15-CEC03	Develop the 'Timebanking' volunteering project that was successfully trialled in Buntingford to the rest of the district.	Community Leadership	Target: Extend timebanking from Buntingford across the district. Outcome: Increase in social capital. Critical Success Factors: Voluntary effort and funding. Environmental Impacts: N/A	01 March 2016	Engagement and Partnerships Team Leader		East Herts Partnership	Community Strategy

Deliver customer focused services

15-CEC04	Delivery of Internal Communications Strategy	Service Provider / Commissioner / Manager	Target: To deliver corporately agreed internal communications strategy. Outcome: improved communication. Critical Success Factors: Corporate buy-in. Environmental Impacts: N/A	31 March 2016	Communications Team Leader		HR	None
15-CEC05	Explore opportunities to meet excess demand for Hertford Theatre studio space in other locations.	Community Leadership	Target: To have analysed opportunities for meeting unmet demand for studio and other space. Outcome: Unmet demand for space and classes met. Critical Success Factors: Available alternative spaces and funding. Environmental Impacts: May involve some improvements to existing buildings	01 March 2016	Head of Communications, Engagement and Culture and Director of Hertford Theatre		Asset management services	None

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Action Plan							Connections	
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15-CEC06	Implement any recommendations arising from the review of governance arrangements for Hertford Theatre that is being undertaken as part of the Shared Internal Audit Services plan for 2014/15.	Service Provider / Commissioner / Manager	Target: Progress agreed preference. Outcome: Achieve the optimum model of governance. Critical Success Factors: Auditors report. Environmental Impacts: N/A	01 March 2016	Head of Communications, Engagement and Culture and Director of Hertford Theatre	SIAS	None	
Improve the health and well-being of our residents								
15-CEC07	Submit an application to Sport England for Sport Activate project funds and if successful then start to deliver the programme.	Enabler	Target: Deliver in accordance with agreed programme Outcome: Improved community health and well-being. Targets for participation and longer term outocmes to be determined during application process. Critical Success Factors: Success of bid to Sport England. Environmental Impacts: N/A	01 March 2016	Engagement and Partnerships Team Leader	Leisure Services	Community Strategy	
15-CEC08	Produce a project plan to develop East Herts as a dementia friendly district, within the context of the multi-agency Ageing Well Partnership.	Enabler	Target: To have made significant progress with this initiative. Outcome: Improved community response to the condition with future targets to be determined. Critical Success Factors: Funding and support from local businesses. Environmental Impacts: There be some small scale adaptations to built environment.	01 March 2016	Engagement and Partnerships Team Leader	Equalities group	Community Strategy	

Community Safety and Health Service Plan 2015/16

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 customer focussed services								
15-CSH01	Effectiveness - Develop improved business processes to support the 'Here to Help' initiative	Service Provider / Commissioner / Manager	Target: Continue to 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 2016	Head of Community Safety & Health Services		None	Health and Wellbeing
15-CSH02	Effectiveness - IT Deliver a new IT case management system to replace M3 and Lalpac	Service Provider / Commissioner / Manager	Target: To deliver a sucessfull migration to Idox with minimal service interruptions Outcome: Unified case management system across the service resulting in improved and more efficient service delivery. Critical Success Factors: This change requires significant IT input, our own staff input and backfilling so we avoid historical mistakes and create a bespoke system. There will be several IT challenges including data migration and weeding. Meeting training needs in a timely fashion will be an obvious challenge Environmental Impacts: N/A.	31 March 2016	Head of Community Safety & Health Services		IT service	Health and Wellbeing
Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity								
15-CSH03	Housing Survey/model housing in East Herts to provide information about housing conditions and their impact upon health.	Influencer Partner Enabler	Target: To complete a survey or modelling exercise of East Herts houses. Outcome: To inform the council about the condition of houses districtwide and to enable the council to prioritise resources to maximise the benefit to the health of residents. Critical Success Factors: Staff resilience and availability. Environmental Impacts: Potential impact upon carbon footprints and efficient use of fuel.	31 March 2016	Environmental Health Manager (Residential)		None	Health and Wellbeing

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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	
15-CSH04	<u>Data</u> - Identify areas where Community Safety and Health Services can feed data into the County's Joint Strategic Needs Assessment (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: Staff resource. Environmental Impacts: N/A	31 March 2016	Environmental Health Manager (Commercial)	None	Health and Wellbeing	
15-CSH05	District Offer - Coordinate and deliver projects funded by the 'District Offer' from Public Health Herts.	Community Leadership Partner Influencer	Target: Successful completion of projects in accordance with the District offer action plan. Outcome: Contribution to increased benefit to residents public health. Critical Success Factors: Project allocation, staff resource available. Environmental Impacts: unknown at present.	31 March 2016	Environmental health Manager (Commercial) Head of Community Safety & Health Services	None	Health and Wellbeing	
Corporate Priority: Place Strapline: Safe and Clean								
Reduce anti social behaviour and the fear of crime								
15-CSH06	<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 2016	Head of Community Safety & Health Services	None	Health and Wellbeing	
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								
15-CSH07	<u>Air Quality Grant Project</u> - Deliver an air quality management project with Hertfordshire County Council (HCC), using Department of Environment, Food and Rural Affairs (DEFRA) grant monies - Hertford Air Quality Subway Project	Influencer Partner Enabler	Target: Work with HCC to deliver air quality projects financed by DEFRA. Outcome: Improve air quality for residents. Critical Success Factors: Staff resources. HCC cooperation. Unknown staff workload i.e. flooding. Environmental Impacts: Improve air quality for residents and cleaning of subways.	31 March 2016	Environment and Engineering Manager	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
Maintain our clean streets and reduce litter							
15-CSH08	Flood Alleviation - Carry out Surface Water Management Plans (SWMPs) in high risk flood locations in liaison with Herts Highways	Partner	Target: Feasibility & Site work - October 2015 Modelling and final reports with Action Plan - March 2016. 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: Dependent on budget & available resource. Environmental Impacts: Reduction in flood risk and damage to natural environments.	31 March 2016	Environment and Engineering Manager Head of Community Safety & Health Services	None	Health and Wellbeing

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Democratic and Legal Support Services Service Plan 2015/16								
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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Increase community engagement								
15-DLSS01	To implement post transitional Individual Electoral Registration (IER) processes in accordance with prescribed statutory requirements.	Partner	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 December 2015	Head of Democratic and Legal Support Services		None	None
15-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).	Influencer	Target: Delivery of (corporate) community engagement activities. Outcome: Improved democratic engagement driving service improvement and satisfaction with the Council's services. Critical Success Factors: Member support and resource availability. Environmental Impacts: None.	31 March 2016	Head of Democratic and Legal Support Services		None	Community Strategy
15-DLSS03	Undertake General and local elections (District/Town/Parish) and Neighbourhood referenda in 2015.	Partner	Target: Election processes open and transparent to all enfranchised persons. Outcome: To produce election results for all elections in accordance with statutory requirements. Critical Success Factors: Resource availability. Environmental Impacts: None.	07 May 2015	Head of Democratic and Legal Support Services		None	None
15-DLSS4	To implement the approved member Induction Programme for the May 2015 elections and to facilitate newly and re-elected Members obtaining the development and training opportunities needed in order for them to fulfil their community leadership role.	Community Leadership	Target: Delivery of identified training and development requirements. Outcome: Members engaged proactively in identifying training requirements. Critical Success Factors: Resource availability. Environmental Impacts: None.	31 March 2016	Head of Democratic and Legal Support Services		None	Community Strategy
Corporate Priority: Place Strapline: Safe and Clean								
Reduce anti social behaviour and the fear of crime								
15-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.	Community Leadership	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 2016	Head of Democratic and Legal Support Services		None	Community Strategy

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Economic Development Service Plan 2015/16

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:
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities								
Deliver sustainable rural business growth								
15-ED01	Delivery of a new Eastern Plateau Rural Development Programme (RDPE).	Service Provider / Commissioner / Manager	Target: Spend and output targets agreed with Defra by 27th February 2015.. Delivery programme to commence from this date. Outcome: Increased business growth and competitiveness. Key delivery outputs for the life of the programme will include - Micro, small and farm diversification businesses supported - 250. Jobs created - 94. Critical Success Factors: Effective management and project facilitation Environmental Impacts: Neutral	31st March 2016	Economic Development Manager with RDPE programme team		None	Local Enterprise Partnership
Enhance the economic well being of East Herts								
15-ED02	Production of a new Economic Development Strategy 2015-20.	Service Provider / Commissioner / Manager	Target: 2015/20 Economic Development Strategy to be developed and approved during 2015 with delivery in 2016. The success of this strategy will be measured through the delivery of outputs from individual programmes and projects e.g. the above RDPE outputs will form part of the overall measurement. Other projects for consideration will be My Incubator and any countywide business support activities. Outcome: Increased growth and competitiveness. Critical Success Factors: Quality of underpinning evidence base, resources in place to ensure delivery. Environmental Impacts: Neutral	31 March 2016	Economic Development Manager		None	Local Enterprise Partnership

Action Plan							Connections	
Page 92	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:
	15-ED03	Work in Partnership with Herts Local Enterprise Partnership to support the delivery of the Strategic Economic Plan.	Partner	Target: Identify key projects in East Herts that will support the delivery of the Strategic Economic Plan by December 2015. The project delivery programme timescale will be decided by the LEP. Outcome: Economic growth and business competitiveness. The projects have not yet been identified so it is not possible to specify measurable outputs but it is likely that infrastructure projects will be prioritised. Critical Success Factors: Deliverable/realistic, fully costed projects Environmental Impacts: Positive	31 December 2015	Economic Development Manager	None	Local Enterprise Partnership
	15-ED04	Submission to Defra to enable East Herts Council to become a Food and Farming Local Development Order Pathfinder	Service Provider / Commissioner / Manager	Target: Identify barriers to SME growth in the rural economy. Outcome: The project will identify practices in the planning system that represent barriers to SME growth. The project will be used nationally to support changes in approach that will help facilitate growth. Critical Success Factors: Identification of three or four farm businesses will need to participate in the project Environmental Impacts: Positive	23 January 2016	Economic Development Manager	Head of Planning and Building Control	Local Enterprise Partnership

Environmental Services - Service Plan 2015/16								
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:	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Improve the health and well-being of our residents								
15-ES01	Deliver project to install a new play area at Buryfields, Ware including access and landscape improvements. This project is partly funded by section 106 contributions relating to the Cintel site planning development.	Service Provider / Commissioner / Manager	Target: Play site complete. Outcome: This project will provide an opportunity for local children and those visiting the new supermarket and the town to undertake healthy activity through play. It will liven up a tidy but less well used open space and support the annual 'In Bloom' activities by adding colour and enhancing the design of the landscape. It will provide a more welcoming entrance to the park and reflect on its historical heritage. Critical Success Factors: Section 106 contribution to the project agreed. Capital funding agreed. Environmental Impacts: Improved local amenity and management of the open space.	31 March 2016	Environment Manager - Parks and Open Spaces	Communications Team	Health and Wellbeing	
15-ES02	Develop a bid to secure funding to consider phase 2 of the open space and play improvement scheme at The Bourne, Ware which aims to provide challenging “assault course” style equipment to capture the interest of older children and to provide fitness opportunities for active adults.	Service Provider / Commissioner / Manager	Target: Funding bid complete. Outcome: This project will determine whether sufficient external funding is available to continue the programme of open space improvements at The Bourne. Critical Success Factors: External funding available; support for the scheme from the local community. Environmental Impacts: Improved amenity and management of the open space.	31 March 2016	Environment Manager - Parks and Open Spaces	Communications Team	Health and Wellbeing	
15-ES03	Seek Heritage Lottery Fund (HLF) support for a project to improve Waytemore Castle, Bishops Stortford. This involves an exploratory process of application to HLF and may result in the opportunity to submit a formal bid by September 2016. The process will determine whether the Council's proposals meet with current HLF priorities, whether other bids might take priority in the application year and which HLF scheme the Council may be invited to progress through.	Service Provider / Commissioner / Manager	Target: Funding bid complete. Outcome: To establish whether HLF funding is available for a project to deliver open space improvements ranging from restoration of the ancient monument to the creation of a completely refurbished park in partnership with the Town Council, the Bishop's Stortford Museum and key stakeholders. Critical Success Factors: Match Funding agreed. Environmental Impacts: Protection of ancient monument; improving local environment for visitors and residents.	31 March 2016	Environment Manager - Parks and Open Spaces	Communications Team	Health and Wellbeing	

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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:
15-ES04	Develop full business case for redevelopment of the Hartham Pavilion at Hartham Common	Service Provider / Commissioner / Manager	Target: Business case submitted to Corporate Management Team. Outcome: Clear demonstration of the costs, savings and non-financial benefits of improving the facility including the re-provision of public toilets within the Pavilion building. Critical Success Factors: Staff resources; support from leisure contractor; Funding approved. Environmental Impacts: None.	31 March 2016	Leisure Services Manager		Communications Team; Planning Services; Property Services; Leisure contractor	Health and Wellbeing
15-ES05	Develop plans for relining of the small pool at Grange Paddocks Leisure Centre	Service Provider / Commissioner / Manager	Target: Plans in place to repair the small pool at a time that will create minimum disruption for customers. Outcome: Complete this essential maintenance project. Critical Success Factors: Staff resources; support from leisure contractor; funding approved. Environmental Impacts: None.	31 March 2016	Leisure Services Manager		Property Services; Leisure contractor	Health and Wellbeing
Corporate Priority: Place Strapline: Safe and Clean								
Maintain our clean streets and reduce litter								
15-ES06	Implement new powers for managing environmental crime and protecting open spaces resulting from Anti Social Behaviour, Crime & Policing Act 2014.	Service Provider / Commissioner / Manager	Target: Public Space Protection Orders introduced. Publicity campaign carried out. Outcome: Improved policies and clarity of legislation. Critical Success Factors: Staff resources, support of external partners, Member approval. Environmental Impacts: Reduction of Environmental Crime.	31 March 2016	Environmental Inspection Team Manager		Communications, Waste Services, Parks and Open Spaces	Community Safety Strategy
15-ES07	Carry out one enforcement publicity campaign to highlight the effects of littering in conjunction with Keep Britain Tidy.	Service Provider / Commissioner / Manager	Target: Campaign carried out, publicity gained, reduction in littering Outcome: Increased public knowledge. Critical Success Factors: Staff resources, support of external partners, member support Environmental Impacts: Reduction in littering across district.	31 March 2016	Environmental Inspection Team Manager		Communications, Waste Services,	Hertfordshire Municipal Waste Management Strategy
15-ES08	Investigate the options for others to assist with the issuing of fixed penalty notices for littering and dog fouling using town councils and partners.	Service Provider / Commissioner / Manager	Target: Feasibility study carried out, consultation with partners and training provided. Outcome: More fixed penalties issued by others, increased partnership working. Critical Success Factors: Partners support, member support, resources. Environmental Impacts: Reduction in littering across district.	31 March 2016	Environmental Inspection Team Manager		Legal Services	Community Safety Strategy

Action Plan							Connections	
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15-ES09	Design and implement working processes & procedures for staff to deal with customers electronic self serve enquiries and promote benefit to customers for reporting over the web.	Service Provider / Commissioner / Manager	Target: Improve residents opportunities to report environmental issues and problems through the web and on smartphones. Outcome: More streamlined reporting for residents; faster resolution of environmental issues. Critical Success Factors: ICT are able to successfully deliver live integration between electronic external customer reports and back office system. Environmental Impacts: Environmental problems resolved more quickly.	31 March 2016	Business Development and Support Manager	ICT Services Team	Hertfordshire Municipal Waste Management Strategy	
Reduce residual waste and increase our recycling rate								
15-ES10	Develop a business case for a joint waste collection and street cleansing service with North Herts District Council.	Service Provider / Commissioner / Manager	Target: Business case submitted to Council for consideration. Outcome: Possible service efficiencies through joint working. Critical Success Factors: Staff resources, support from within the Council; commitment of Councillors and senior staff at both authorities. Environmental Impacts: Improved recycling performance and reduction in waste sent to landfill through more financially efficient services.	31 July 2015	Head of Environmental Services	Financial Services (including Property and Asset Management); Legal Services; Communications; Procurement	Hertfordshire Municipal Waste Management Strategy	
15-ES11	To conduct a waste analysis of the contents of the residual (black) waste bin to find out if further material can be diverted from landfill using existing recycling and composting services.	Service Provider / Commissioner / Manager	Target: Report produced to advise of percentage of waste in the bin that can be diverted. Outcome: Possible reduction of waste, and increase in recycling rate Critical Success Factors: Commissioning a suitable specialist on conduct the analysis. Environmental Impacts: Reduced landfill, increased recycling of non domestic landfill	30 August 2015	Waste Services Manager	None	Hertfordshire Municipal Waste Management Strategy	
15-ES12	Investigate the possibility of developing waste champions in the district, and work with managing agents of communal areas to improve the use of waste and recycling services.	Service Provider / Commissioner / Manager	Target: Hold a database of contacts (residents and managing agents) with which the council can engage to communicate issues and develop knowledge of the service. Outcome: To increase and improve the quality of recycling material through enhancing and finding new ways of communicating with residents; greater understanding by public of how their waste is recycled Critical Success Factors: Data protection issues addressed. Environmental Impacts: Increased recycling rate, improved quality of material, diversion from landfill	30 October 2015	Waste Services Manager	Communications, Web team	Hertfordshire Municipal Waste Management Strategy	

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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:
15-ES13	Extending the trial 'Folly Island ARC Plus' scheme to maximise take up.	Service Provider / Commissioner / Manager	Target: All properties using the service. Outcome: Increase organic waste composted and dry recycling, reduction in landfill through provision of all containers to every property. Critical Success Factors: Public knowledge, public commitment. Environmental Impacts: Increased recycling and reduced landfill waste.	30 November 2015	Waste Services Manager		Communications, web team	Hertfordshire Municipal Waste Management Strategy
15-ES14	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 September 2015	Waste Services Manager		Communications, web team	Hertfordshire Municipal Waste Management Strategy
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								
15-ES15	Identify available options for promoting and developing community energy schemes in East Herts.	Enabler	Target: Report produced evaluating alternative options available and recommending a way forward. Outcome: Further community energy schemes developed in East Herts, increasing renewable energy generation, reducing the district's carbon footprint and delivering financial and social benefits for local communities. Critical Success Factors: Staff resources. Environmental Impacts: Reduction in carbon footprint.	31 March 2016	Environmental Strategy and Development Manager		Financial Services (including Property and Accountancy); Legal Services' partners	Climate Change Strategy

Governance and Risk Management Service Plan 2015/16

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:
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities							
Protect the environment							
15-GRM01	Auditing (and further development if required) of Corporate Land Inspection policy.	Enabler	Target: Production of a policy will be completed in 2014/15. However, there are suggestions for the project to expand significantly. Outcome: Compliance with legislation, common law and best practice. Resilient Corporate Land Inspection Policy in place. Potential to help to reduce the risk of future claims. Critical Success Factors: Systems in place to record data. Environmental Impacts: None identified.	31 March 2016	Risk Assurance Officer	Support from other services	None
Deliver value for money and reduce our reliance on central government funding							
15-GRM02	Tender the insurance portfolio with cover to commence on 31st May 2016.	Enabler	Target: Achieve an optimum combination of cover / self-insurance / value for money. To include consideration of a self-insurance fund for appropriate areas, and increased excess levels. (Commence with appointment of a Broker). Outcome: New Insurance arrangements in place. Critical Success Factors: Systems in place to record data. Environmental Impacts: None identified.	31 May 2016	Risk Assurance Officer	Support from other 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:	
Enhance the economic well being of East Herts								
15-GRM03	To achieve a paperless ordering process	Enabler	<p>Target: Review of processes in place for the payment of invoices and to implement an electronic process providing a saving to both Council and suppliers and a more compliant way of working.</p> <p>Outcome: Everything ordered electronically, with an intention to shorten the process time to less than 30 days.</p> <p>Critical Success Factors: Systems to be available for data analysis.</p> <p>Environmental Impacts: Reducing waste and preventing deforestation.</p>	31 March 2016	Procurement Officer	Support from other services and acting on the outcome of the Finance Review project.	None	
15-GRM04	To achieve a fully electronic procurement process	Enabler	<p>Target: Implement a more updated electronic-sourcing tool with full take up by all staff, ensuring the Council are fully compliant with EU and UK Law and their own Procurement Regulations. Providing better access to local and SME suppliers to bid for work with the Council.</p> <p>Outcome: New e-sourcing tool utilised by all staff. Possible increase in SME suppliers bidding for work.</p> <p>Critical Success Factors: Procurement information must be shared with the Procurement Officer.</p> <p>Environmental Impacts: Reducing waste and preventing deforestation.</p>	31 March 2016	Procurement Officer	Support from all other services.	None	
15-GRM05	To implement a Procurement Compliance Policy	Enabler	<p>Target: To achieve sign off and implementation of a Procurement compliance policy. This will highlight areas of non-compliance, areas for supporting non-compliant staff and consideration of possible sanctions.</p> <p>Outcome: Policy in place.</p> <p>Critical Success Factors: Procurement information must be shared with the Procurement Officer. Systems in place to record data.</p> <p>Environmental Impacts: None identified.</p>	31 March 2016	Procurement Officer	Support from all other 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:
15-GRM06	All aspects of Facilities Management responsibilities to be delivered under fully compliant contracts	Enabler	<p>Target: All tender processes in progress or completed to ensure Facilities Management are fully compliant with EU and UK Law and Council Procurement Regulations. This will reduce the risk to the Council where no terms and conditions or Service Level agreements are in place.</p> <p>Outcome: Full use of compliant contracts. Reduction of 'soft contracts'. Enablement of Facilities Management Helpdesk staff to allocate work to external suppliers. Possible increase in the use of SME's as contractors.</p> <p>Critical Success Factors: Facilities Management staff to embrace changes to working practices and input to successful supplier relationships.</p> <p>Environmental Impacts: Reducing waste and preventing deforestation</p>	31 March 2016	Facilities Manager		Support from all other services.	None

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Housing Services Service Plan 2015/16

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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Improve the health and well-being of our residents								
Improve outcomes for vulnerable families and individuals								
15-HS01	Facilitate, support and maximise the provision of additional, appropriate affordable housing in association with developers, registered providers and the Homes and Communities Agency	Partner	<p>Target: 200 new affordable homes per year.</p> <p>Outcome: Additional 200 new affordable homes for East Herts housing register applicants. Low level of homelessness maintained and more households housed from the housing register in high housing need therefore preventing homelessness.</p> <p>Critical Success Factors: The number of new private developments being built that have affordable homes planning obligation the Council's Planning Policies that specify the amount of affordable homes; development of the Council's District plan; the economy; Registered Providers (RP) ability to develop their own asset sites and the amount of land they can access; ability to maximise the amount of affordable housing negotiated with private developers on S106 sites.</p> <p>Environmental Impacts: Increased CO2 emissions from building works but mitigated by governments Code for Sustainable Homes requirements.</p>	31 March 2016	Housing Strategy and Development Manager		Development Control, Building Control and Planning Policy	Health and Wellbeing
15-HS02	Procure and implement a new Choice Based Lettings Contract	Service Provider / Commissioner / Manager	<p>Target: New contract in place by July 2015 and system implemented by February 2016</p> <p>Outcome: New Choice Based Letting Contract let and CBL system implemented following end of current contract June 2015. New specification to include increased functionality for managing data protection and better data reporting.</p> <p>Critical Success Factors: Procurement of contract according to timetable; Agreement between Consortium Partners during the procurement process; Current incumbent agrees to extend current contract at an acceptable cost whilst procurement takes place; Suitable contractors tender for the service; cost, time and expertise to migrate of current data from current incumbent to new incumbent; willingness to provide timely assistance from current incumbent if not successful with new contract procurement process; unknown actual costs for set-up and on going revenue implications of new contract; possible training and transference of expertise from current system to new system for Housing Team and RP partners.</p> <p>Environmental Impacts: Limited. Some travelling by car between LA Consortium member's offices.</p>	28 February 2016	Housing Needs Manager and Manager Housing Services		IT and Procurement Services	Health and Wellbeing

Action Plan							Connections	
Page 102	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:
	15-HS03	Review document retention policies that relate to Housing Services and develop working protocols to maximise compliance.	Service Provider / Commissioner / Manager	Target: Housing specific data retention working protocols developed.. Outcome: Protocols developed and agreed. Housing Service has clear policies on retention of data and they are implemented. Critical Success Factors: Clear advice on retention of different types of data held to ensure compliance. Accurate implementation for both the deleting of data safely and accidental deleting of data still required. Where no IT solution to automate deletion of data the time needed to manually delete individual records. Environmental Impacts: None	31 March 2016	Manager Housing Services	IT and Web and Information Team	None

Human Resources and Organisational Development Service Plan 2015/16

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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Improve the health and well-being of our residents								
15-HROD01	To develop and lead the Human Resources and Organisational Development (HR & OD) Strategy 2015-2018	Enabler	<p>Target: Develop, launch and start to implement the HR & OD strategy 2015-2018. Making East Herts Council a great place to work' through the delivery of the actions identified in the Council's HR & OD Strategy and through actions identified in the service plan 2015/16. HR & OD Strategy 2015-2018 produced by quarter 2 in 2015/16 and launched with staff through Team Update, Staff Briefings by August 2015.</p> <p>Outcomes: Measures identified are HR management targets agreed by HR Committee for Equality/Diversity, Turnover, Absence, Induction, Learning and Development participation, as detailed in the service plan; increase in staff satisfaction scores from Staff Survey in 2016; pulse surveys in 2015; H2H; achievement of IIP re-accreditation and achievement of the corporate objectives.</p> <p>Critical Success Factors: Council to contribute to the successful delivery of the HR & OD Strategy</p> <p>Environmental Impacts: None</p>		Head of HR & OD		- Consultation on strategy by 30 June 2015 - Launch of strategy by 31 August 2015 - 2015/16 outcomes delivered by 31 March 2016 - Pulse surveys completed by 31 March 2016	All services None
15-HROD02	To support the delivery of 'Here to Help' programme	Enabler	<p>Target: Delivery of the 'Here to Help' programme. 80% of actions from corporate, service and local action plans completed.</p> <p>Outcome: Improved staff morale and engagement. Increased number of success stories, staff going that extra mile for customers measured through increases in staff satisfaction levels in staff survey in 2016 and pulse surveys in 2015; measured through the completion of action plan targets; increase in success stories published in team update.</p> <p>Critical Success Factors: Minimum of 80% of corporate, service and local action plans completed.</p> <p>Environmental Impacts: None</p>	31 March 2016	Head of HR & OD/Head of Business Development			All 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:
15-HROD03	To deliver the HR and OD 'Here to Help' corporate action plans	Enabler	<p>Target: Delivery of the HR & OD 'Here to Help' corporate action plans including Personal Development Review Scheme (PDRS) review (to be completed by quarter 1 in 2015/16), Recruitment review (to be completed by quarter 1 in 2015/16), Learning & Development schemes, developing our talent and the volunteering scheme.</p> <p>Outcome: Improved staff morale and engagement measured by increased number of success stories in team update; staff going that extra mile for customers measured through satisfaction levels in staff survey in 2016 and pulse surveys in 2015; completion of Here to Help HR & OD action plans, launch of volunteering scheme.</p> <p>Critical Success Factors: corporate HR & OD action plans completed.</p> <p>Environmental Impacts: None</p>	PDRS review and launch by 30 June 2015, Recruitment review and launch by 30 June 2015, H2H action plan by 31/03/2015	Head of HR & OD		All Services	Health and Wellbeing
15-HROD04	To develop a Learning and Development Plan to support 15-HROD01	Enabler	<p>Target: Develop, launch and implement the learning and development plan 2015/16 as a vital part of the HR & OD strategy 2015-2018 focusing on developing staff and creating new opportunities for managers and staff.</p> <p>Outcome: Motivated, engaged, developed, highly skilled workforce measured through increased staff satisfaction scores in staff survey 2016 and pulse surveys in 2015. IIP accreditation for 2015-2018. Increased attendance on training and development targets as agreed by HR Committee.</p> <p>Critical Success Factors: Ensuring value for money.</p> <p>Environmental Impacts: none</p>	HR Committee to agree learning and development targets for 2015/16 in July 2015 and the Learning and Development plan by 31 March 2016	Head of HR & OD		All Services	None

Information, Parking and Customer Services - Service Plan 2015/16								
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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver customer focused services								
15-IPCS01	Service Customer Profiles and Insight	Service Provider / Commissioner / Manager	Target: Delivery of customer insight and profiles for services as an evidence base for service planning. To integrate process within the 2016/17 service planning process. Outcome: Evidence based service plan actions across the Council based on customer insight and profiles. Critical Success Factors: Resource from services to support fact finding and analysis. Heads of Service to apply information within service planning process. Finance and Performance team resources to establish optimum service planning process. 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 September 2016	Head of Information, Parking and Customer Service		Potential impact on all services dependent upon impact of evidence base on way services are currently planned and applying the evidence to future service provision. Outputs may establish IT based projects to exploit digital service delivery and access channels.	None
15-IPCS02	Telephone Improvement Project	Service Provider / Commissioner / Manager	Target: To maximise the use of the telephone systems features for customer and staff benefit to deliver efficient and effective service through the telephone access channel. Outcome: Clarity and consistency of telephone feature use for improved customer and staff satisfaction. Critical Success Factors: Service resources to spend time on reviewing. evaluating and setting up telephone access channel, time for all staff to receive training, all managers to support local telephone training using tools and resources created, staff support, IT resources to support changes to telephone call network, systems and routing, IT knowledge to support making changes and to support services in their use of the phone system. Customer Service team involvement in all call planning and design. Environmental Impacts: Effective closure of service request by telephone reduces environmental impact of face to face and paper based service delivery.	31 March 2016	Head of Information, Parking and Customer Service		Impact on all service call design and training to ensure all staff are enabled to use telephone system features consistently and effectively. Impact on IT knowledge requirements and workload in respect of the telephone system through changes to call routing and extension set up.	Community Strategy

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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:
15-IPCS03	Website Accessibility Review	Service Provider / Commissioner / Manager	<p>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.</p> <p>Outcome: Assurance and actions to ensure the Council's website is as accessible as possible.</p> <p>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.</p> <p>Environmental Impacts: none, electronic service delivery has a positive impact on reducing environmental impact of existing service delivery.</p>	31 September 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
15-IPCS04	Document Retention Action Plan	Service Provider / Commissioner / Manager	<p>Target: An action plan to promote compliance with the Council's Document Retention Guidelines including priority service based actions.</p> <p>Outcome: Assurance and actions to ensure the Council's services are addressing Document Retention Issues.</p> <p>Critical Success Factors: Service resources to work with the Information Management team and follow through actions, IT resources to amend any system held data where possible, Digital Media and Information team resources.</p> <p>Environmental Impacts: Benefit in reducing paper held records.</p>	31 March 2016	Head of Information, Parking and Customer Service		Potential impact on all services based on current practices and compliance with Document Retention Guidelines. Potential impact on IT if systems contain old data that should no longer be retained and must be de-personalised or deleted.	None
15-IPCS05	Southmill Road Resident Permit Zone (RPZ) (Bishop's Stortford)	Service Provider / Commissioner / Manager	<p>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.</p> <p>Outcome: An RPZ is implemented that delivers resident satisfaction.</p> <p>Critical Success Factors: Funding, resident engagement in consultation, formal Traffic Regulation Order process</p> <p>Environmental Impacts: Improved resident amenity, potential displacement of existing commuter parking</p>	31 October 2015	Head of Information, Parking and Customer Service		Democratic Services in advertisement of Traffic Regulation Order in year 2.	Community Strategy
15-IPCS06	Car Park Management System	Service Provider / Commissioner / Manager	<p>Target: To implement a cost effective car park management system for the Council to manage its car parks for the next 10 years.</p> <p>Outcome: A cost effective and customer focussed solution running our car parks for the next 10 years</p> <p>Critical Success Factors: Funding, geographic infrastructure, political priorities, procurement process (OJEU)</p> <p>Environmental Impacts: To be considered in terms of solutions available. Car parking provision impacts our towns in terms of pollution.</p>	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:
15-IPCS07	Resident Parking Zone Policy	Service Provider / Commissioner / Manager	Target: To establish the parameters upon which Members may prioritise and agree progression of new Resident Permit Zones across the District. Outcome: Consistent policy and evaluation of any potential schemes taking account of funding requirements to establish and operate schemes (additional special and revenue costs) Critical Success Factors: Political priorities, identification of specific local circumstances/issues Environmental Impacts: To be considered in terms of solutions available. Car parking controls impact our towns in terms of pollution.	30 September 2015	Head of Information, Parking and Customer Service		N/A	Community Strategy
15-IPCS08	Footway and Grassed Verge Parking Policy	Service Provider / Commissioner / Manager	Target: To establish the cost benefit of footway and grass verge parking controls, including potential optimum approach for the district and enforcement implications. Outcome: Clear decision on footway and grass verge parking across the district. Critical Success Factors: Political priorities, identification of specific local circumstances/issues Environmental Impacts: To be considered in terms of solutions available. Car parking controls impact our towns in terms of pollution.	30 September 2015	Head of Information, Parking and Customer Service		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								
15-IPCS09	Customer Service Strategy Action Planning	Service Provider / Commissioner / Manager	Target: To identify clear actions under each Head of Service that follow the direction adopted within the Customer Service Strategy. Outcome: Customer Service Delivery Plan 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. Environmental Impacts: Self-service and assisted service provision can reduce the Council's environmental impact.	30 January 2016	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

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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:
15-IPCS10	Intranet Action Plan	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 2016	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
15-IPCS11	Members Extranet Action Plan	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 2016	Head of Information, Parking and Customer Service		Potential impact on democratic Services and ModernGov development based on outcome of top tasks review.	None
15-IPCS12	Customer Enquiry 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 2016	Head of Information, Parking and Customer Service			None
15-IPCS13	My Parking Account	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 August 2016	Head of Information, Parking and Customer Service		Possible interface with web provision of service.	None

Planning and Building Control Service Plan 2015/16							
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:
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute							
Deliver customer focused services							
15-PBC01	Development Management - Effective management of large scale development proposals - during the 2015/16 year - to include proposals for development at Bishop's Stortford North and others that may come forward through the District Plan.	Enabler	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 2016	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							
15-PBC02	Planning Policy - Production of and consultation on District Plan strategy.	Community Leadership	Target: Pre-submission version for consultation available mid 2015, with adoption early 2016. Outcome: Robust development strategy for district. Critical Success Factors: Staff skills and availability. Environmental Impacts: Shaping of future built environment of district.	31 March 2016	Head of Planning and Building Control and Planning Policy Manager	All Council service areas	Community Strategy

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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:
15-PBC03	Conservation - Programme of conservation area assessment work.	Influencer	Target: Completion of further programme of conservation area assessment work. Target of 10 further Conservation Area Assessments. Outcome: Conservation area assessments. Critical Success Factors: Appropriate professional input, consultation and Member support. Environmental Impacts: Further understanding of quality and value of built environment.	31 March 2016	Head of Planning and Building Control and Conservation and Urban Design Officer	None	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							
15-PBC04	Development Management and Building Control - Implementation of 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: Securing process improvements through implementation process. Environmental Impacts: Increased customer self-service.	31 December 2015	Head of Planning and Building Control and service area managers	IT service	None
15-PBC05	Building Control - Decision and implementation of revised service delivery methods - possible collaborative delivery with other Herts District Councils.	Partner	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 2015	Head of Planning and Building Control and Building Control Manager	None	None

Revenues & Benefits Shared Service Service Plan 2015/16								
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:	
Corporate Priority: People Strapline: Fair and accessible services for those who use them and opportunities for everyone to contribute								
Deliver customer focused services								
15-RB01	Review the way in which the Benefits service is delivered and evaluate a re-engineering of the service to provide assessment at point of contact	Service Provider / Commissioner / Manager	Target: Evaluate ability to deliver Housing Benefit assessment at first point of contact. Outcome: Customer satisfaction levels maintained at April -Nov 2014 levels. Critical Success Factors: Stable workloads and staff resources. Environmental Impacts: None.	31 March 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	Health and Wellbeing	
15-RB02	To continue channel shift to self service options for customers and to explore further self service facilities for future development	Service Provider / Commissioner / Manager	Target: To enable customers to resolve a small range of basic queries themselves. Outcome: Customer satisfaction levels maintained at April -Nov 2014 levels. Critical Success Factors: Stable workloads and staff resources. Environmental Impacts: None.	31 March 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	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								
15-RB03	Evaluate the Council Tax Support scheme (CTS) and make recommendations for a revised scheme if appropriate for 2016/17.	Service Provider / Commissioner / Manager	Target: To ensure the administration of the CTS systems is effective for 2015/16, and to identify any revisions for a scheme in 2016/17. Outcome: Customer satisfaction levels maintained at April-Nov 2014 levels. Critical Success Factors: Clear direction from Members on direction of scheme Environmental Impacts: None.	31 August 2015	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	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:
15-RB04	Evaluate the NNDR valuation list and explore options to ensure that the maximum appropriate rating valuation (RV) is being collected.	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 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	Health and Wellbeing
15-RB05	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 2015/16, whilst developing relationships with partners to support customers and provide a quality service. Outcome: Customer satisfaction levels maintained at April -Nov 2014 levels. Critical Success Factors: Stable workloads and staff resources. Environmental Impacts: None.	31 March 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	Health and Wellbeing
15-RB06	Implement and develop a new Business Rates Team developing relationships with charge payers and increasing in year recovery rates and reducing outstanding arrears,	Service Provider / Commissioner / Manager	Target: Maximisation of income 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 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	Health and Wellbeing
15-RB07	Review the way in which Council tax is collected and recovered and consider alternatives to increase in year collection rate and arrears reduction.	Service Provider / Commissioner / Manager	Target: Increased in year collection rate and reduction in arrears. Outcome: More efficient and effective collection of tax Critical Success Factors: Availability of resources and funding to carry out project. Environmental Impacts: None.	31 March 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	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:
15-RB08	To manage the transition for Benefit and other fraud from internal provision to SFIS (DWP) and SAFS (shared anti fraud service)	Service Provider / Commissioner / Manager	Target: Fraud workload is managed under new operating arrangements Outcome: Efficient and effective fraud prevention and detection Critical Success Factors: Availability of resources and funding to carry out project. Environmental Impacts: None.	31 March 2016	Head of Revenues & Benefits	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc.	Health and Wellbeing

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Strategic Finance Service Plan 2015/16								
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:	
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								
15-SF01	Co-ordinate an earlier start and more integrated process for service and budget planning during 2015/16.	Service Provider / Commissioner / Manager	Target: New process timetable agreed (March 2015), new process start (May 2015) Outcome: Earlier production of Medium Term Financial Plan (MTFP) and budget report, better linkage between service plans and service budgets, increased and earlier Member engagement with key budget proposals, better alignment of resources to key priorities. Critical Success Factors: Participation and engagement of Member and Heads of Service Environmental Impacts: Results of the national elections in 2015 and the outcome of the new national Comprehensive Spending Review.	Start new process in May 2015	Head of Strategic Finance / Head of Business Development	Coordination of the new process to be undertaken jointly with the new Head of Business Development. All service areas will also need to be involved.	None	
15-SF02	New format Corporate Healthcheck report produced for 2015/16 along with a change to quarterly rather than monthly monitoring for Members.	Service Provider / Commissioner / Manager	Target: New report format agreed by CMT (February 2015), new quarterly monitoring for Members to start June 2015 Outcome: More emphasis on the big picture and the bottom-line position (by monitoring all of the Council's revenue budget) and improved financial information. Critical Success Factors: Corporate input in a timely manner Environmental Impacts: None	First new report format for members in June 2015	Head of Strategic Finance / Head of Business Development	Coordination of the new process to be undertaken jointly with the new Head of Business Development. All service areas will also need to be involved.	None	
15-SF03	Development of a Resource Allocation Model.	Service Provider / Commissioner / Manager	Target: New process agreed by CMT (February 2015), rollout to SMG in March 2015 Outcome: Resource allocation model used to prioritise resources and better linked to service plans Critical Success Factors: Input from service departments and critical challenge from Finance and CMT Environmental Impacts: None	Resource allocation model feeds into the MTFP process	Head of Strategic Finance	Coordination of the new process to be undertaken jointly with the new Head of Business Development. All service areas will be involved.	None	
15-SF04	Produce a revised Asset Management Plan (AMP).	Service Provider / Commissioner / Manager	Target: AMP revised and in place by 31 December 2015. Outcome: AMP to inform office accommodation strategy, property disposal and acquisition strategies, and capital investment decisions. Critical Success Factors: Input from service departments and critical challenge from Finance and CMT Environmental Impacts: None	31 December 2015	Head of Strategic Finance	All service areas will need to be involved	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:
15-SF05	Develop a Business Case for the Council to invest in commercial/investment property.	Service Provider / Commissioner / Manager	Target: Business case drafted and presented to relevant committee for approval by 31 March 2016. Outcome: Production of a Business Case for the Council to invest in commercial property in order to maximise revenue income streams and/or fulfil other key priorities such as conservation of historic buildings and enhanced service provision. Critical Success Factors: Skills available in Strategic Finance to produce the Business case. Environmental Impacts: None	31 March 2016	Head of Strategic Finance		All service areas will need to be involved	None

EAST HERTS COUNCIL

EXECUTIVE – 3 MARCH 2015

REPORT BY THE LEADER OF THE COUNCIL

2014/15 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 its Annual Report. The purpose of the report is to advise Members of estimated performance for 2014/15 (based on data available up to end of November 2014) and the targets for the next three years.

<u>RECOMMENDATIONS FOR THE EXECUTIVE: that:</u>	
(A)	the 2014/15 estimated outturns be noted and the future targets for 2015/16, 2016/17 and 2017/18 be agreed; and
(B)	the performance indicators listed in for deletion and the new performance indicators proposed for 2015/16 be agreed.

1 BACKGROUND

- 1.1 To ensure that our services are providing focused services aligned to our core priority areas we set targets to assess our performance against our priorities.
- 1.2 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 ESTIMATES AND TARGETS




2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the performance indicators that formed the 2014/15 corporate basket of measures, and therefore contains:

- The estimate for 2014/15 compared with the target and the 2013/14 outturn, based on data available up to end of November 2014.
- Targets for 2015/16, 2016/17 and 2017/18.

3 INITIAL ANALYSIS – ESTIMATE OUTTURNS

3.1 There are a total of **63** performance indicators of these **43** performance indicators have a target for 2014/15.

Table 1 – Indicator status

	TARGET	
57% (36)		Indicators are on or above target
0% (0)		Indicators are 1-5% off target
13% (8)		Indicators are 6% or more off target
30% (19)	N/A	Unable to analyse as no target for 2014/15

3.2 Table two shows the measures that are not expected to meet their target in 2014/15 i.e. showing a '**Red**' status:

Table 2 – Indicators that are not expected to meet their target

	People	Place	Prosperity
Red	EHPI 3b - Usage: number of swims (16 - 60)	EHPI 155 – Number of affordable homes delivered EHPI 195a – Improved street and environmental cleanliness: Litter	EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal) EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours. EHPI 9.5 – Percentage of ICT Calls Resolved at First Point of Contact EHPI 9.6 – Satisfaction with ICT Services




3.3 The status of six of these measures is to be expected as in year monitoring through the Corporate Healthcheck showed that performance was off target. The other two measures are monitored annually only. In summary:

- **EHPI 3b – Usage: number of swims (16 - 60)** – Performance target is not expected to be achieved by the end of the year due to a higher level of decline in throughput during quarter one and quarter two of 2014/15 when compared to the same period the year before in 2013/14. The downturn in adult swimming is consistent with national trends. In addition East Herts has seen an increase in gym membership and as gym members can swim without their visit to the pool being recorded which may have affected the achievement of the target.

- **EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage.** Performance is not expected to meet the target due to a significantly higher number of complaints being upheld in quarter one of 2014/15 when compared with previous year performances of the same period.
- **EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)** – Performance is not expected to meet the target, as in previous years 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. A complaint was upheld in both Quarter 2 and Quarter 3.
- **EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours and EHPI 9.5 - Percentage of ICT Calls Resolved at First Point of Contact.** Performance is not expected to meet target. A new service desk staffing structure is taking effect in Quarter 1 and Quarter 2 which is expected to deliver improvements.
- **EHPI 9.6 – Satisfaction with ICT Services.** Performance is not expected to meet the target.


3.4 There are **63** performance indicators (including sub-parts) for which there is an estimated outturn for 2014/15.

Table 3 – Performance trend

	IMPROVEMENT (when compared to 2013/14 i.e. short term trend)	
14% (9)		Performance has improved
13% (8)		Performance has stayed the same
35% (22)		Performance has declined
38% (24)	N/A	No data available as there is no 2013/14 outturn

3.5 Table four lists the measures that are expecting to show a **decline** in performance when compared to the previous year. Even though there is a decline, the expected outturn could still be 'green'. For example of the 22 indicators where performance has declined currently 3 have a 'Red' status and the remaining 19 have a 'Green' status.

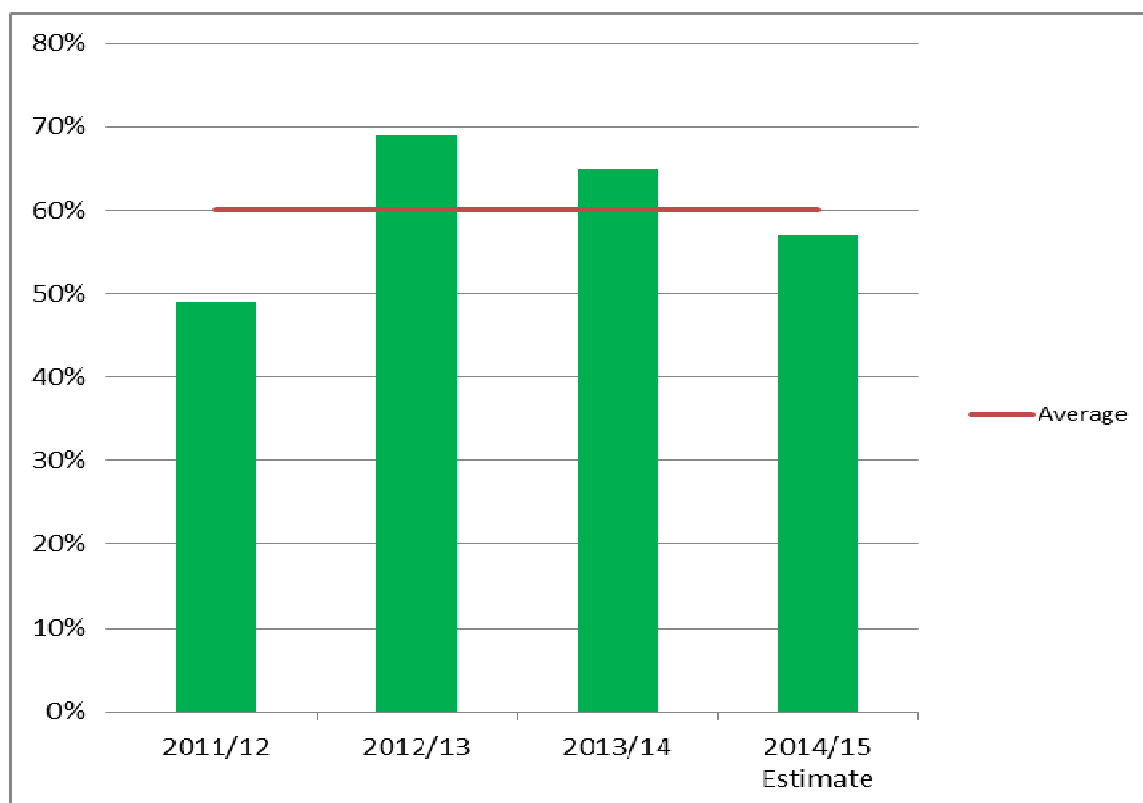
Table 4 – Indicators that are expected to show a decline in performance in the short term

	People	Place	Prosperity
Declining short term trend 	<p>EHPI 181 – Time taken to process Housing Benefit new claims and change events</p> <p>EHPI 184 – Food establishments in the area which are broadly compliant with food hygiene law</p> <p>EHPI 2.15 – Health & safety inspections (proactive project based on health and safety interventions)</p> <p>EHPI 3a – Usage: number of swims (under 16)</p> <p>EHPI 3b – Usage: number of swims (16 - 60)</p> <p>EHPI 3c – Usage: number of swims (60 +)</p> <p>EHPI 4a – Usage: Gym (16 - 60)</p>	<p>EHPI 157b – Processing of planning applications: minor applications</p> <p>EHPI 157c – Processing of planning applications: other applications</p> <p>EHPI 195b – Improved street and environmental cleanliness: Detritus</p> <p>EHPI 2.1d – Planning Enforcement: Initial Site Inspections</p> <p>EHPI 2.23 – Planning decisions delegated.</p> <p>EHPI 2.4 – Fly-tips: removal</p> <p>EHPI 86 – Cost of waste collection</p>	<p>EHPI 5.1 – % of complaints resolved in 14 days or less</p> <p>EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage</p> <p>EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)</p> <p>EHPI 6.8 – Turnaround of Pre NTO PCN challenges (calendar days)</p> <p>EHPI 6.9 – Turnaround of PCN Representations (calendar days)</p> <p>EHPI 8 – % of invoices paid on time</p> <p>EHPI 12b – Number of long-term sickness absence days per FTE staff in post</p> <p>EHPI 12c – Total number of sickness absence days per FTE staff in post</p>

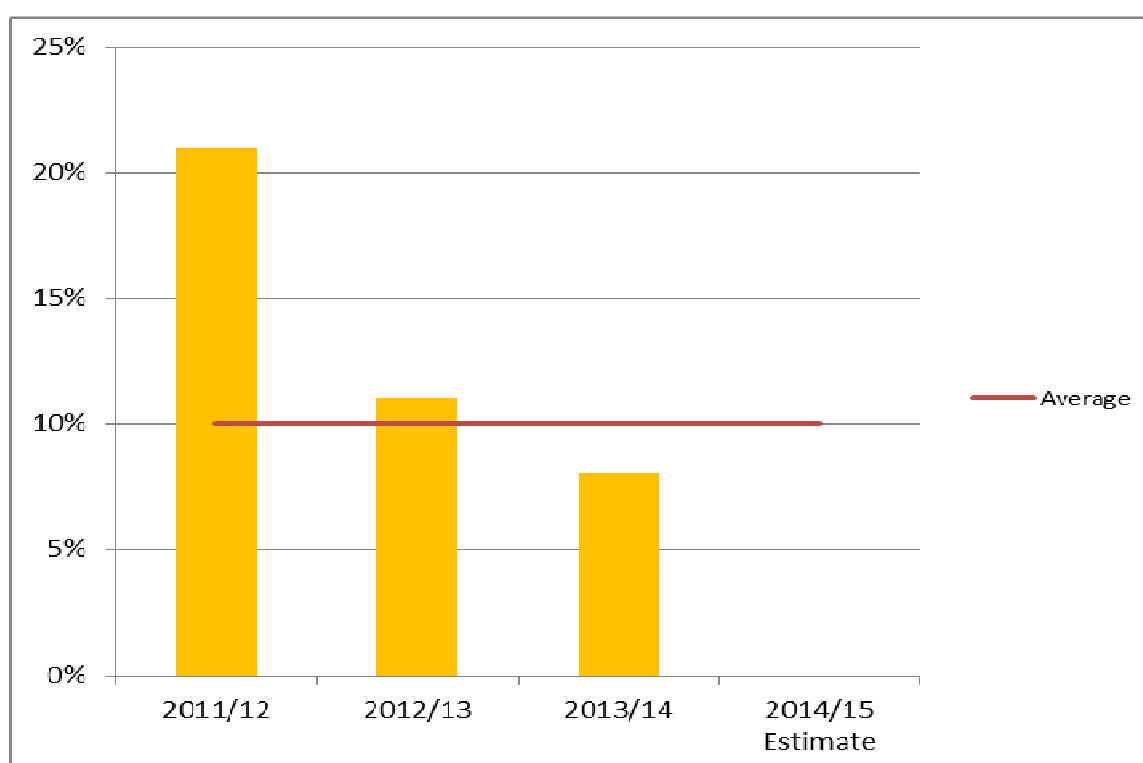
4 INITIAL TREND ANALYSIS

- 4.1 The percentage of performance indicators that are expecting to either meet or exceed their target in 2014/15 is 57% (see graph 1), performing just below the average threshold. The trend in terms of performance indicators achieving an 'Amber' status is expecting to show a decline for the fourth year (see graph 2) and the trend for performance indicators achieving a 'Red' status has increased marginally by 1% (see graph 3).
- 4.2 It is important to note that for this year there are 19 indicators (see paragraph 3.1) where a status cannot be reported (compared to 9 indicators in 2013/14) due to:
- Six indicators for leisure services having seen a change in the way satisfaction data is captured since the targets were set for 2014/15. Therefore an outturn cannot be produced for 2014/15.
 - Ten new indicators for 2014/15 being introduced so no target was set for 2014/15 and no comparative data is available for 2013/14.
 - The corporate basket containing two satisfaction indicators that are reported biennially and therefore no outturn was due for 2014/15.
 - One indicator is trend information only (EHPI 159).
- 4.3 All these factors collectively have affected the trend analysis, with the main contributor being the six indicators that are unable to report an outturn for 2014/15.

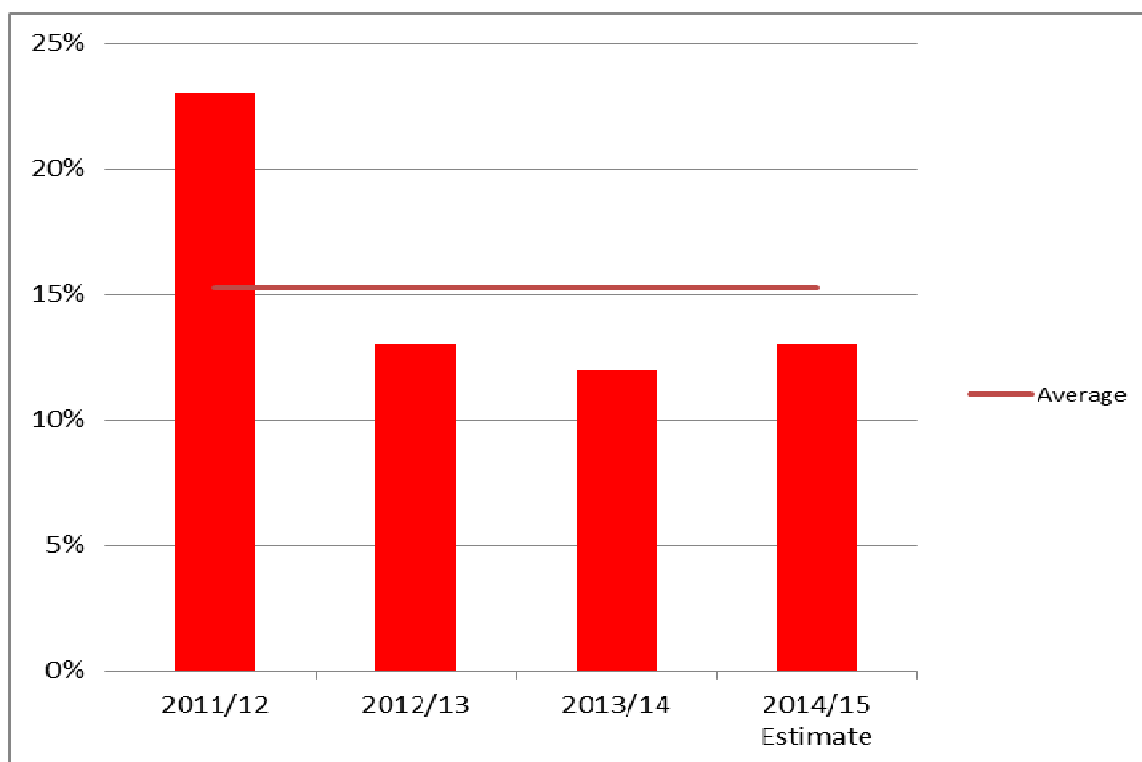
4.4 Graph 1 – Percentage of indicators that are expected to either meet or exceed their target



4.5 Graph 2 – Percentage of indicators that are expected to be 1 – 5% off target

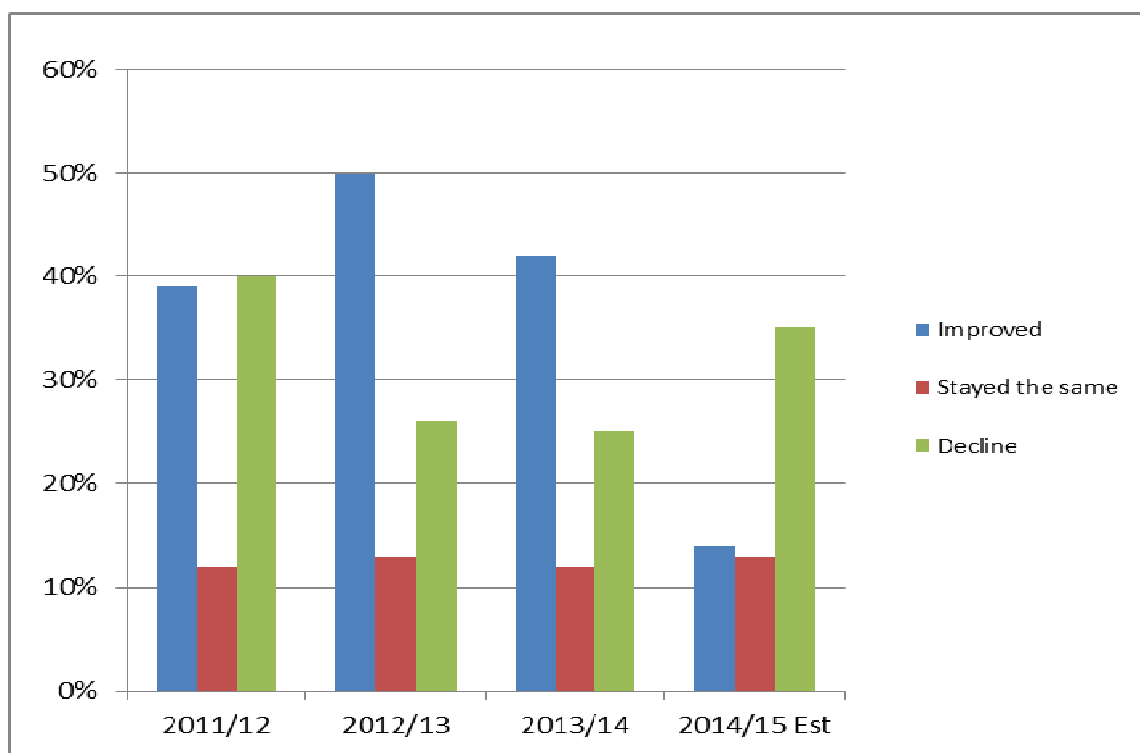


4.6 Graph 3 – Percentage of indicators that are expected to be 6% or more off target



4.7 The percentage of performance indicators that are expecting to show an improving short term trend have declined by 28% when performance is compared to the previous year. The short term trend in terms of the performance indicators that have stayed the same remains at a similar level to previous years. However the percentage of performance indicators that are expecting to show a decline in the short term have increased by 10% (see Graph 4). Again the factors detailed in paragraph 4.2 have affected performance.


4.8 Graph 4 – Percentage of indicators that have improved, stayed the same or declined (short term trend)



4.9 Further analysis has been undertaken of the long term trend of the 22 indicators set out in table four. 15 of these measures are expecting to show a decline in performance over the long term (i.e. comparing 2014/15 estimated outturn with the average outturn over the last two years).

4.10 If performance continues to decline and targets either remain at current levels or increased, 12 of these indicators are at risk of moving to a 'Red' or 'Amber' status in the future. More detailed work with service managers would need to be undertaken to determine the probability of this risk, as the influencing factors will vary for each indicator as well as our ability to directly influence performance.

Table 5 – Indicators that are expected to show a decline in performance in the long term

	People	Place	Prosperity
<p>Declining long term trend</p>  <p>(for those indicators that were originally showing a decline in the short term trend)</p>	<p>EHPI 184 – Food establishments in the area which are broadly compliant with food hygiene law</p> <p>EHPI 2.15 – Health & safety inspections (proactive project based on health and safety interventions)</p> <p>EHPI 3b – Usage: number of swims (16 - 60)</p> <p>EHPI 3c – Usage: number of swims (60 +)</p>	<p>EHPI 157c – Processing of planning applications: other applications</p> <p>EHPI 195b – Improved street and environmental cleanliness: Detritus</p> <p>EHPI 2.1d – Planning Enforcement: Initial Site Inspections</p> <p>EHPI 2.4 – Fly-tips: removal</p> <p>EHPI 86 – Cost of waste collection</p>	<p>EHPI 5.1 – % of complaints resolved in 14 days or less</p> <p>EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage</p> <p>EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)</p> <p>EHPI 6.8 – Turnaround of Pre NTO PCN challenges (calendar days)</p> <p>EHPI 6.9 – Turnaround of PCN Representations (calendar days)</p> <p>EHPI 8 – % of invoices paid on time</p>

4.11 In conclusion targets are generally being met; however the direction of travel shows the number of indicators in the short term showing a decline in performance is increasing and the number of indicators showing an improvement in performance is decreasing. This is because:

- The number of performance indicators that exceeded their target in 2013/14 was high. Therefore making it harder to sustain an improved direction of travel despite a measure being on target. Paragraph 3.5 has already demonstrated that of the 22 indicators where performance has declined in 2014/15, 3 have a 'red' status and the remaining 19 have a 'green' status.

- Pressure within services (e.g. resources, technology and or increase in demand) during 2014/15 has resulted in the length of processing in terms of invoices, applications, benefits etc. taking longer, and;
- Other factors outside the council's direct control affecting performance levels e.g. decline in usage of leisure facilities, increase in level of detritus.

5 TARGET SETTING ANALYSIS

- 5.1 Services are setting the majority of future targets to maintain current target levels (in line with expected resources). However there are eight exceptions. Table six shows the performance indicators where targets have been set to **improve** performance in comparison to the current 2014/15 target.

Table 6 – Performance indicators where targets have been set to improve performance

	People	Place
Improving target	EHPI 4b – Usage: Gym (60 +) EHPI 181 – Time taken to process Housing Benefit new claims and change events (Calendar days)	EHPI 2.1e – Planning Enforcement: Service of formal Notices EHPI 154 – Net additional homes provided EHPI 6.9 – Turnaround of PCN Representations (calendar days) EHPI 86 – Cost of waste collection

- 5.2 Table seven shows the performance indicators where targets have been set to **reduce** performance (i.e. showing a decline) in comparison to the current 2014/15 target.

Table 7 – Performance indicators where targets have been set to reduce performance

	People	Prosperity
Reduce target	EHPI 3b – Usage: number of swims (16 - 60)	EHPI 6.8 – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)

6. PERFORMANCE INDICATORS – NEW, AMENDED AND DELETED

- 6.1 Four performance indicators listed in table eight have been recommended for deletion:

Table 8 – Performance indicators proposed for deletion

PI code and Description	Reason for deletion
EHPI 6.8 – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days) and EHPI 6.9 – Turnaround of PCN Representations (calendar days)	It is proposed to merge these two indicators into one as the new notice processing system does not differentiate between pre-NTO and post NTO challenges. The new proposed indicator will harmonise these measures for turnaround of PCN related correspondence from 2015/16 onwards. See paragraph 6.2 for details of new parking performance indicator.
EHPI 2.15 – Health & safety inspections (proactive project based on health and safety interventions)	The service has found that this indicator is not an effective way of measuring this activity and that it would be more effective for it to be monitored through the service plan.

PI code and Description	Reason for deletion
EHPI 9.7 – Delivery of Key ICT Projects	Projects are monitored in a more detailed and individual way through the IT Strategy Group (ITSG) making this indicator redundant.

6.2 Ten new performance indicators listed in table nine have been recommended for inclusion in the corporate performance indicator basket for 2015/16:

Table 9 – New performance indicators

Service area	PI description
Housing Services	Number of households living in temporary accommodation
	Number accepted as being homeless and in priority need
	Number presented as homeless
Planning and Building Control Services	% of planning appeals allowed
Community Safety and Health Exact definitions of these measures will be developed with the service and the portfolio holder.	Service Requests: Environmental health
	Number of formal warnings heard
	Number of formal warnings taken to Licensing Committee
	Number of events notified to the Safety Advisory Group
Information, Parking and Customer Services	Turnaround of PCN Challenges and Representations
	Number of parking appeals upheld or % of appeals to the Traffic Penalty tribunal that are upheld

6.3 Data will be reported against these measures during 2015/16 so targets can be set from 2016/17 onwards where relevant; this is because a number of the new measures will report trend information only.

6.4 Taking account of the changes listed in paragraph 6.1 and 6.2 the

total number of measures to be included in the East Herts Performance Indicator basket for 2015/16 will be 69 (compared to 63 for 2014/15).

7. DATA QUALITY SPOT CHECKS

- 7.1 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.
- 7.2 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 2013/14 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.

- 7.3 Members are to note the list of performance indicators detailed in **Essential Reference Paper 'C'**, so that the Performance Team can check the outturn data from April 2015. 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.

8. BENCHMARKING

- 8.1 For the purpose of this year's benchmarking, comparisons have been made with the data available on LG Inform as this contains the latest available data.
- 8.2 Where comparative data is available **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.

8.3 In summary there are seven indicators where benchmarking data is available. 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

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IMPLICATIONS/CONSULTATIONS

Contribution to the Council's Corporate Priorities/ Objectives (delete as appropriate):	<p>People – Fair and accessible services for those that use them and opportunities for everyone to contribute</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 – Safe and Clean</p> <p>This priority focuses on sustainability, the built environment and ensuring our towns and villages are safe and clean.</p> <p>Prosperity – Improving the economic and social opportunities available to our communities</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>Performance monitoring discussions have taken place between Directors and Heads of Service.</p> <p>In addition joint scrutiny reviewed the 2014/15 performance indicator estimates and future targets at their meeting on 10 February 2015 and their recommendations need to be considered.</p>
Legal:	<p>There are no legal implications.</p>
Financial:	<p>There are no financial implications.</p>
Human Resource:	<p>There are no Human Resource implications.</p>
Risk Management:	<p>By not having effective performance management arrangements in place puts the Council at risk of not being clear whether it's priorities and objectives are being met and if there are any service delivery issues, that could impact on their delivery. This report is one tool designed to help mitigate against this risk. Also effective performance management arrangements help to support transparency and increase local accountability.</p>

Health and wellbeing – issues and impacts:	There are no direct Health and Wellbeing implications in regard to this report. However a number of the council's performance indicators do support/contribute to the health and wellbeing agenda.
--	--

Code	Indicator	Past Performance	Current Performance					Future Performance				
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance		Notes	Target	Stretch Target	Target	Target	
			Short term trend	Status								
Corporate Priority: People												
EHPI 1a	% of customers satisfied with leisure services - All	N/A	65%	N/A	N/A	N/A	There will not be a 2014/15 outturn due to data quality issues with the data collection methods used previously. A new survey is due to be sent out by the end of January 2015 with a view to collect data to help inform future targets. It is hoped that an updated position on targets can be reported in the 2014/15 outturn report. First outturn data will be available for 2015/16.	TBD	TBD	TBD	TBD	Environmental Services
EHPI 1b	% of customers satisfied with leisure services - Leventhorpe	N/A	65%	N/A	N/A	N/A		TBD	TBD	TBD	TBD	Environmental Services
EHPI 1c	% of customers satisfied with leisure services - Hartham	N/A	65%	N/A	N/A	N/A		TBD	TBD	TBD	TBD	Environmental Services
EHPI 1d	% of customers satisfied with leisure services - Fanshawe	N/A	65%	N/A	N/A	N/A		TBD	TBD	TBD	TBD	Environmental Services
EHPI 1e	% of customers satisfied with leisure services - Buntingford	N/A	65%	N/A	N/A	N/A		TBD	TBD	TBD	TBD	Environmental Services
EHPI 1f	% of customers satisfied with leisure services - Grange Paddocks	N/A	65%	N/A	N/A	N/A		TBD	TBD	TBD	TBD	Environmental Services
EHPI 3a	Usage: number of swims (under 16)	53,396	49,000	49,000	📉	😊	Annual target is expected to be achieved. In 2014/15 SLM have continued the promotion of junior swims. Future targets should be maintained at current levels.	49,000	49,000	49,000	49,000	Environmental Services

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 10.3	Housing benefit caseload	N/A	N/A	6,200	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15.	6,200	6,200	6,200	6,200	Revenues and Benefits Shared Service
EHPI 181	Time taken to process Housing Benefit new claims and change events (Calendar days)	9.2 days	15 days	10 days	▼	😊	Estimated outturn expected to exceed the target.	10 days	10 days	10 days	10 days	Revenues and Benefits Shared Service
Corporate Priority: Place												
EHPI 154	Net additional homes provided	366	467	581	▲	😊	Estimated outturn is expected to exceed target. The estimate of delivery in the 2014/15 year is set out in the Authority Monitoring Report (AMR) submitted to the 8 December 2014 meeting of the District Plan Panel. This estimates delivery as 581 units.	604	604	660	897	Planning and Building Control
EHPI 155	Number of affordable homes delivered (gross)	76	200	142	▲	😞	Estimated outturn is not expected to achieve the target for 2014/15. The number of affordable homes developed depends on the number of planning permissions given for residential schemes and on those sites the percentage of affordable homes approved as part of the planning process. There have been a number of Section 106 schemes that have achieved less than 40% affordable homes because of viability. In addition some of the housing association sites anticipated for completion by April 2015 did not achieve planning permission.	200	200	200	200	Housing Services
EHPI 157a	Processing of planning applications: major applications	57.00%	60.00%	60.00%	▲	😊	Estimated outturn is expected to meet the target.	60.00%	60.00%	60.00%	60.00%	Planning and Building Control
EHPI 157b	Processing of planning applications: minor applications	81.00%	80.00%	80.00%	▼	😊	Estimated outturn is expected to meet the target.	80.00%	80.00%	80.00%	80.00%	Planning and Building Control
EHPI 157c	Processing of planning applications: other applications	93.00%	90.00%	90.00%	▼	😊	Estimated outturn is expected to meet the target.	90.00%	90.00%	90.00%	90.00%	Planning and Building Control

Page 38 City of Bristol	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 159	Supply of ready to develop housing sites	68.0%	N/A	68.0%	—	N/A	The latest assessment of land availability has been undertaken through the preparation of the Authority Monitoring Report, submitted to the 8 December 2014 meeting of the Council's District Plan Panel. Advice supplied through the preparation of the District Plan is that the Council should apply a buffer of 20%, given under delivery prior to the commencement of the current District Plan period. If under supply within the plan period is applied in the first five years (Sedgefield method) land supply is 3.4years (68%). If applied across the remainder of the plan period (Liverpool method) land supply is 3.9years (78%). Both these figures are based on a preliminary objectively assessed need (OAN) of 750 homes per annum (which is subject to further amendment through a revised Strategic Housing Market Assessment (SHMA) due to be finalised in Jan/Feb 2015).	It is not possible to calculate the future position in relation to this indicator. This would require an assessment of housing land availability up to 8 years in advance. Such assessments are unreliable. A favourable outcome of examination of the District Plan would establish an OAN and sufficient available land allocations to enable delivery in relation to this. This would lead to a land supply figure of 100% or greater.				Planning and Building Control
EHPI 2.1d	Planning Enforcement: Initial Site Inspections	79.50%	75.00%	75.00%	▼	😊	Estimated outturn is expected to meet the target.	75.00%	75.00%	75.00%	75.00%	Planning and Building Control
EHPI 2.1e	Planning Enforcement: Service of formal Notices	100.00%	70.00%	100.00%	—	😊	Estimated outturn is expected to exceed target.	85.00%	85.00%	85.00%	85.00%	Planning and Building Control
EHPI 2.23	Planning decisions delegated.	96%	90%	95%	▼	😊	Estimated outturn is expected to exceed target.	90%	90%	90%	90%	Planning and Building Control
EHPI 64	Vacant dwellings returned to occupation or demolished	10	10	10	—	😊	Estimated outturn is expected to meet target. 8 dwellings identified back in use so far, a further 2 are due. Service expects it is likely that by end of March 2015 to achieve the target of 10 of which at least 2 long-term empty or problematic.	10	10	10	10	Community Safety and Health
EHPI 191	Residual household waste per household	461 kgs	448 kgs	450 kgs	▲	😊	Performance is expected to be slightly higher than target however is still 11kgs below last year's outturn.	448 kgs	448 kgs	448 kgs	448 kgs	Environmental Services
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.98%	51.00%	51.00%	▲	😊	Performance is expected that we will achieve the target for the year. SPARC has been the driving factor in this, enabling residents to continue to recycle more at the kerbside.	51.00%	51.00%	51.00%	52.00%	Environmental Services

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 195a	Improved street and environmental cleanliness: Litter	3%	2%	3%	—	🙄	Estimated outturn is not expected to achieve the target for 2014/15. Performance for the first 8 months of the year is on target, but evidence from previous winters suggest the last 4 months tend to be more littered so this is reflected in the estimate.	2%	2%	2%	2%	Environmental Services
EHPI 195b	Improved street and environmental cleanliness: Detritus	5%	7%	7%	▼	😊	Estimated outturn is expected to meet target. Performance is currently 6% but it is expected to increase over the winter period due to increase in mud / grit etc. No change in targets over next 3 years as an increase in standards would be very difficult due to high level of rural roads in the district that have no kerb/channel and therefore cannot be swept.	7%	7%	7%	7%	Environmental Services
EHPI 195c	Improved street and environmental cleanliness: Graffiti	0.17%	1.00%	0.00%	▲	😊	Estimated outturn is expected to be within target as there are low levels of graffiti in the district.	1.00%	1.00%	1.00%	1.00%	Environmental Services
EHPI 195d	Improved street and environmental cleanliness: Fly-posting	0%	1%	0%	—	😊	Performance within target due to low levels of fly posting in the district.	1%	1%	1%	1%	Environmental Services
EHPI2.2 (45)	Waste: missed collections per 100,000 collections of household waste	53.54	46.00	31.00	▲	😊	Performance well within target. High level (bad) last year due to launch of SPARC and unfamiliar collection rounds Contractor has performed very well now rounds are familiar with their routes. We expect continued improvement with rounds as crews remain the same and we continue to closely monitor crew performance.	45.00	45.00	44.00	43.00	Environmental Services
EHPI 2.4	Fly-tips: removal.	1.41 days	2 days	1.70 days	▼	😊	Performance is expected to be within the target of 2%.	2 days	2 days	2 days	2 days	Environmental Services
EHPI 2.5	Total waste collected by the district (kg per household)	N/A	N/A	916 kgs	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15.	916 kgs	916 kgs	916 kgs	916 kgs	Environmental Services
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal.	N/A	N/A	47%	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15.	47%	47%	47%	47%	Environmental Services
EHPI 86	Cost of household waste collection	£40.92	£48.05	£41.62	▼	😊	Estimated outturn is expected to exceed the target.	£42.23	£42.23	£43.07	£43.93	Financial and Support Services and Performance

Page 40 Council	Indicator	Past Performance	Current Performance					Future Performance				Essential Reference Paper 'B'
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance		Notes	Target	Stretch Target	Target	Target	Lead Service
					Short term trend	Status						
EHPI 90b	Satisfaction with waste recycling	80.00%	N/A	N/A	N/A	N/A	No Residents Survey in 2014/15. Next survey due in 2015/16.	80.00%	80.00%	N/A	N/A	Environmental Services
Corporate Priority: Prosperity												
EHPI 5.1	% of complaints resolved in 14 days or less	79.16%	70.00%	79.00%	▼	😊	Estimated outturn is expected to achieve the target. 2014/15 estimate value is calculated using an estimated Quarter 4 value and averaging Quarter 1 , 2 and 3 data. It was proposed last year that the target of 70% remain the same for three years as it is difficult to predict the number of complaints received and how quickly they can be resolved by services. It was suggested that the target be reviewed if and when outturn consistently exceeds 70%. Therefore a review in 2016/17 will take place to increase target to 75% or 80% if current level maintained.	70.00%	70.00%	70.00%	70.00%	Information, Parking and Customer Services
EHPI 5.2a	% of complaints about the Council and its services that are upheld a) 1st stage	32.35%	30.00%	38.00%	▼	😞	The estimated outturn is not expecting to achieve the target for 2014/15. 2014/15 estimate value is calculated using an estimated Quarter 4 value and averaging of Quarter 1, 2 and 3 data. The target was increased to 30% in 2013/14 to be reviewed in 2015/16. 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 and to be reviewed again in 2016/17.	30.00%	30.00%	30.00%	30.00%	Information, Parking and Customer Services

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance	Notes		Target	Stretch Target	Target	Target	
					Short term trend	Status						
EHPI 5.2b	% of complaints about the Council and its services that are upheld b) 2nd stage (appeal)	11.11%	25.00%	33.00%	▼	☹️	The estimated outturn is not expecting to meet the target by year end. 2014/15 estimate value is calculated using an estimated Quarter 4 value and averaging of Quarter 1, 2 and 3 data. It is proposed that the target of 25% remains the same. As in previous years 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%	25.00%	25.00%	25.00%	Information, Parking and Customer Services
EHPI 5.4	% of complaints to the Local Government Ombudsmen that are upheld	0%	0%	0%	—	😊	The estimated outturn is expecting to meet the target by year end. 2014/15 estimate based on average of previous 4 years. 2015/16 2016/17 2017/18 - following annual trends the target remains 0%	0%	0%	0%	0%	Information, Parking and Customer Services
EHPI 6.8	Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)	8 days	14 days	12 days	▼	😊	The estimated outturn is expected to achieve the target for 2014/15. The service is proposing to merge these two indicators into one as the new notice processing system does not differentiate between pre-NTO and post NTO challenges. The new proposed indicator will harmonise these measures for turnaround of PCN related correspondence from 2015/16 onwards.	18 days	18 days	18 days	18 days	Information, Parking and Customer Services
EHPI 6.9	Turnaround of PCN Representations (calendar days)	8 days	21 days	12 days	▼	😊		18 days	18 days	18 days	18 days	Information, Parking and Customer Services
EHPI 8	Percentage of invoices paid on time.	98.87%	98.50%	97.70%	▼	😊	Although performance is slightly below the 98.50% it is still within target threshold. This is due to performance slipping in April and May 2014.	98.50%	98.50%	98.50%	98.50%	Governance and Risk Management

Page 42 Essential Reference Paper 'B'	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	Estimated outturn	Performance Short term trend	Status	Notes	Target	Stretch Target	Target	Target	
EHPI 3	Overall satisfaction with the authority.	70.00%	N/A	N/A	N/A	N/A	No Residents Survey in 2014/15. Next survey due in 2015/16.	65%	65%	N/A	N/A	Communications, Engagement and Cultural Services
EHPI 10.2	Council tax collection, % of current year liability collected.	N/A	N/A	98.1%	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Expected outturn for 2014/15 is 98.1%.	98.3%	98.3%	98.6%	98.8%	Revenues and Benefits Shared Service
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected.	N/A	N/A	96.7%	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. Expected outturn for 2014/15 is 96.7%.	97.0%	97.0%	97.5%	98.0%	Revenues and Benefits Shared Service
EHPI 11.1	Rental income from market traders.	N/A	N/A	£111,550.00	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15. The estimated outturn is a breakdown of income from Bishop's Stortford £62,500, Hertford £39,200, Ware £9,850. However, the operation of Bishop's Stortford Market has been the subject of a tendering process with Bishop's Stortford Town Council as the successful bidder. East Herts Council is currently going through a contracting process with the Town Council. There will be a significant impact on income received by East Herts Council from markets which has been reflected in setting the future targets.	£49,050.00	N/A	£49,050.00	£49,050.00	Economic Development
EHPI 11.2	Number of producers at Hertford farmers market.	N/A	N/A	235	N/A	N/A	This is a new indicator for 2014/15 so no previous data is available and no target was set for 2014/15.	235	N/A	235	235	Economic Development

Code	Indicator	Past Performance	Current Performance					Future Performance				Lead Service
		2013/14	2014/15					2015/16	2015/16	2016/17	2017/18	
		Outturn	Target 2014/15	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	4.64 days	4.50 days	4.50 days	▲	😊	It is estimated that the short term absence figures will be on target by the end of the year. Future targets are to be set by Human Resources Committee (HRC) in July 2015.	TBD	TBD	TBD	TBD	Human Resources and Organisational Development
EHPI 12b	Number of long-term sickness absence days per FTE staff in post	1.26 days	2.00 days	1.50 days	▼	😊	It is estimated that the long term absence figures will remain under target by the end of the year. Targets are to be set by HRC in July 2015.	TBD	TBD	TBD	TBD	Human Resources and Organisational Development
EHPI 12c	Total number of sickness absence days per FTE staff in post	5.89 days	6.50 days	6.00 days	▼	😊	It is estimated that the total number of absence figures will be under target by the end of the year. Targets are to be set by HRC in July 2015.	TBD	TBD	TBD	TBD	Human Resources and Organisational Development
EHPI 15	Ill Health Retirements	0.00%	3.23%	0.00%	—	😊	Estimated outturn is expected to be within target. No ill health retirements to date in 2014/15.	3.23%	3.23%	3.23%	3.23%	Human Resources and Organisational Development
EHPI 9.1	Percentage availability of core ICT systems during supported hours.	N/A	99.00%	98.54%	N/A	😊	Performance is expected to be within the target threshold.	99.00%	N/A	Future targets are to be determined by ITSG.		Shared Business and Technology Services
EHPI 9.2	Percentage Resolution of ICT Incidents Within 4 Hours.	N/A	80.00%	57.95%	N/A	😞	Performance is not expected to meet target due to new service desk staffing structure is taking effect in Quarter 1 and Quarter 2 which is expected to deliver improvements.	80.00%	N/A			Shared Business and Technology Services
EHPI 9.3	Average ICT Incidents per day	N/A	10.00	8.83	N/A	😊	Performance is expecting to exceed target.	10.00	N/A			Shared Business and Technology Services
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	N/A	9.00%	7.45%	N/A	😊	Performance is expecting to exceed target.	8.00%	N/A			Shared Business and Technology Services
EHPI 9.5	Percentage of ICT Calls Resolved at First Point of Contact	N/A	70.00%	47.92%	N/A	😞	Performance is not expected to meet target due to new service desk staffing structure is taking effect in Quarter 1 and Quarter 2 which is expected to deliver improvements.	70.00%	N/A			Shared Business and Technology Services

Essential Reference Paper 'B'

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 2013/14



performance is improving



performance is the same



performance in worsening

Data Quality Spot Check

				Findings					
Code	Indicator	Issue(s)	Lead Service	Reported as per definition (yes/no)	Numerator	Denominator	Numerator and denominator as per record on system (yes/no)	PI calculated correctly (yes/no)	Other observations
Corporate Priority: People									
EHPI 1a	% of customers satisfied with the service - All	Data quality issues were raised with regard to the data collection methodology not being consistent in the way SLM provide data to the leisure manager following the 2013/14 data quality check. The issue continues to be a problem during 2014/15. It is proposed that the Performance Team and Leisure Services work together to implement an alternative method.	Environmental Services						
EHPI 1b	% of customers satisfied with the service - Leventhorpe		Environmental Services						
EHPI 1c	% of customers satisfied with the service - Hartham		Environmental Services						
EHPI 1d	% of customers satisfied with the service - Fanshawe		Environmental Services						
EHPI 1e	% of customers satisfied with the service - Buntingford		Environmental Services						
EHPI 1f	% of customers satisfied with the service - Grange Paddocks		Environmental Services						
EHPI 10.1	Council Tax Support caseload	New performance indicator for 2014/15.	Revenues and Benefits Shared Service						
EHPI 10.3	Housing benefit caseload	New performance indicator for 2014/15.	Revenues and Benefits Shared Service						
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						
EHPI 2.5	Total waste collected by the district (kg per household)	New performance indicator for 2014/15.	Environmental Services						
EHPI 2.6	Percentage of residual waste (refuse) sent for disposal.	New performance indicator for 2014/15.	Environmental Services						
Corporate Priority: Prosperity									
EHPI 10.2	Council tax collection, % of current year liability collected.	New performance indicator for 2014/15.	Revenues and Benefits Shared Service						
EHPI 10.4	NNDR (Business rates) collection, % of current year liability collected.	New performance indicator for 2014/15.	Revenues and Benefits Shared Service						

Indicator	Issue(s)	Lead Service	Reported as per definition (yes/no)	Numerator	Denominator	Numerator and denominator as per record on system (yes/no)	PI calculated correctly (yes/no)	Other observations
EHPI 11.1	Rental income from market traders.	New performance indicator for 2014/15.	Economic Development					
EHPI 11.2	Number of producers at Hertford farmers market.	New performance indicator for 2014/15.	Economic Development					
EHPI 9.1	Percentage availability of core ICT systems during supported hours.	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.2	Percentage Resolution of ICT Incidents Within 4 Hours.	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.3	Average ICT Incidents per day	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.4	Percentage of Calls Abandoned on ICT Service Desk	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.5	Percentage of ICT Calls Resolved at First Point of Contact	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.6	Satisfaction with ICT Services	New performance indicator for 2014/15.	Shared Business and Technology Services					
EHPI 9.8	Delivery of Key Milestones in the ICT Strategy	New performance indicator for 2014/15.	Shared Business and Technology Services					

Code	Indicator	Past Performance	Current Performance				Future Performance					LG Inform (LGA) Benchmarking Data	
		2013/14	2014/15			2015/16	2015/16	2016/17	2017/18	Average (All Districts)		Status <small>(East Herts estimated performance compared to all district average position)</small>	
		Outturn	Target 2014/15	Estimated outturn	Performance <div>Short term trend</div> <div>Status</div>	Target	Stretch Target	Target	Target		Lead Service		
Corporate Priority: People													
EHPI 181	Time taken to process Housing Benefit new claims and change events (calendar days)	9.2 days	15 days	10 days	<div>▼</div>	<div>😊</div>	10 days	10 days	10 days	10 days	Revenues and Benefits Shared Service	10 days (Q1 2014/15 data)	Average
Corporate Priority: Place													
EHPI 155	Number of affordable homes delivered (gross)	76	200	142	<div>▲</div>	<div>😞</div>	200	200	200	200	Housing Services	83 (2013/14)	Better than average
EHPI 157a	Processing of planning applications: major applications	57.00%	60.00%	60.00%	<div>▲</div>	<div>😊</div>	60.00%	60.00%	60.00%	60.00%	Planning and Building Control	73% (Q2 2014/15 data)	Below Average
EHPI 157b	Processing of planning applications: minor applications	81.00%	80.00%	80.00%	<div>▼</div>	<div>😊</div>	80.00%	80.00%	80.00%	80.00%	Planning and Building Control	68% (Q2 2014/15 data)	Better than average
EHPI 157c	Processing of planning applications: other applications	93.00%	90.00%	90.00%	<div>▼</div>	<div>😊</div>	90.00%	90.00%	90.00%	90.00%	Planning and Building Control	81% (Q2 2014/15 data)	Better than average
EHPI 191	Residual household waste per household	461 kgs	448 kgs	450kg	<div>▲</div>	<div>😊</div>	448 kgs	448 kgs	448 kgs	448 kgs	Environmental Services	466.91kg 2013/14	Better than average
EHPI 192	Percentage of household waste sent for reuse, recycling and composting	48.98%	51.00%	51.00%	<div>▲</div>	<div>😊</div>	51.00%	51.00%	51.00%	52.00%	Environmental Services	43.78% 2013/14	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 2013/14	
▲	performance is improving
→	performance is the same
▼	performance is worsening

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