



Jeff Hughes
*Head of Democratic and Legal
Support Services*

MEETING : JOINT MEETING OF SCRUTINY COMMITTEES
VENUE : COUNCIL CHAMBER, WALLFIELDS, HERTFORD
DATE : TUESDAY 9 FEBRUARY 2016
TIME : 7.00 PM

MEMBERS OF CORPORATE BUSINESS SCRUTINY COMMITTEE

Councillors P Phillips (Chairman), M Allen, R Brunton, S Bull, J Cartwright, M Casey, R Henson, M Pope (Vice-Chairman), M Stevenson and J Wyllie.

MEMBERSHIP OF COMMUNITY SCRUTINY COMMITTEE

Councillors Mrs D Hollebon (Chairman), G Cutting (Vice-Chairman), J Goodeve, R Henson, J Jones, D Oldridge, M Pope, C Snowdon, R Standley and K Warnell.

MEMBERSHIP OF ENVIRONMENT SCRUTINY COMMITTEE

Councillors J Wyllie (Chairman), P Ballam, K Brush, K Crofton, H Drake (Vice-Chairman), M Freeman, B Harris-Quinney, T Page, P Phillips and S Reed.

MEMBERSHIP OF HEALTH AND WELLBEING SCRUTINY COMMITTEE

Councillors N Symonds (Chairman), D Abbott, A Alder, S Cousins, H Drake, Mrs D Hollebon, J Kaye, M McMullen, P Moore (Vice-Chairman) and R Standley.

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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. Appointment of Chairman

2. Apologies

To receive apologies for absence.

3. Minutes – 19 January 2016

To confirm the Minutes of the meeting of the Committee held on Tuesday 19 January 2016 (Previously circulated as part of the Council Minute book for 27 January 2016).

4. Chairman's Announcements

5. Declarations of Interest

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

6. Corporate Strategic Plan 2016/17 – 2019/20 (Pages 5 – 12).

7. 2016/17 – 2019/20 Service Plans (Pages 13 – 28).

8. Economic Development Vision and Action Plan 2016/17 – 2019/20 (Pages 29 – 68).

9. 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

JOINT MEETING OF SCRUTINY COMMITTEES – 9 FEBRUARY 2016

REPORT BY THE EXECUTIVE MEMBER FOR FINANCE AND SUPPORT SERVICES

CORPORATE STRATEGIC PLAN 2016/17 – 2019/20

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To present a draft of the council's Corporate Strategic Plan which outlines its priorities for the next four years (2016/17 – 2019/20) and the key outcomes it is looking to achieve.

<u>RECOMMENDATION FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u>	
(A)	The draft 2016/17 – 2019/20 Corporate Strategic Plan be recommended to Council for Approval.

1.0 Background

1.1 The Council's Corporate Strategic Plan sets out the strategic priorities and key actions the council wants to deliver over the next four years.

2.0 Report

2.1 The draft Plan has been arrived at through a lengthy process of Member consideration and deliberation, informed by the new integrated finance and business planning process led by officers.

2.2 The key milestones have been as follows:

- July to September 2015: reviews and self-assessments by all services to consider what can be achieved over the next four years and to establish a base budget for the council;
- 3rd October: Member away day on key priorities;
- 20th October: Member "voting" session on service delivery options;

- 23rd November: Executive and CMT away day on key priorities.

2.3 The draft Corporate Strategic Plan is attached in **Essential Reference Paper 'B'**. It sets out the key themes and objectives that the Council wishes to achieve between now and 2019/20. It also contains the key actions and performance indicators that will help ensure the themes and objectives are delivered. These will be refreshed annually.

2.4 The financial Implications associated with delivering the corporate strategic plan are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report was presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 2 February 2016.

2.5 Following adoption by Full Council, the Corporate Strategic Plan will be designed and then published on the Council website.

3.0 Implications/Consultations

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

Background Papers

None.

Contact Member: Councillor G Williamson – Executive Member for Finance and Support Services.

Contact Officer: Benjamin Wood – Head of Business Development, Extn: 1699. benjamin.wood@eastherts.gov.uk

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

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>New Priorities for 2016/17:</p> <p>Priority 1 – Improve the health and wellbeing of our communities</p> <p><i>Delivering services to enhance the quality of life, health and wellbeing of our residents, particularly for those who are vulnerable and encouraging local communities to help themselves</i></p> <p>Priority 2 – Enhance the quality of people's lives</p> <p><i>Focusing on sustainability, the built environment and ensuring our towns and villages are safe and clean</i></p> <p>Priority 3 – Enable a flourishing local economy</p> <p><i>Focusing on economic opportunities and enhancing economic wellbeing</i></p>
<p>Consultation:</p>	<p>The senior management team were consulted on the revised priorities for 2016/17.</p>
<p>Legal:</p>	<p>There are no legal implications. Specific legal implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Financial:</p>	<p>The financial implications associated with delivering the corporate strategic plan are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report is being presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 8 March 2016.</p>
<p>Human Resource:</p>	<p>There are no human resources implications.</p>
<p>Risk Management:</p>	<p>Effective performance management arrangements helps to ensure that the council's priorities and objectives are met and supports greater transparency and increases local accountability. The Corporate Strategic Plan is one tool designed to help deliver this.</p> <p>Specific risk management implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Health and wellbeing –</p>	<p>There are no direct Health and Wellbeing implications in regard to this report. However one of the council's</p>

issues and impacts:	objectives does support the health and wellbeing agenda.
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Introduction from Leader of the Council:

This Corporate Plan sets out the strategic direction and priorities for East Herts Council over the next four years. It describes what we will do to ensure the best possible services are delivered for our residents, partners and businesses at a time of change for councils. Every district councillor plays a role in ensuring this plan is delivered, whether they are an Executive, scrutiny or regulatory committee member and of course as an elected ward member.

East Herts has a lot to offer. Generally we enjoy a good quality of life, good education and healthcare making it an attractive place to live and work for many families. We also enjoy high levels of employment and a diverse local economy made up of small to medium sized businesses with added benefit of being close to London, Cambridge and with good access to Stansted and Luton airports. There are however challenges. For example the largely rural nature of the district can leave some people feeling isolated, with limited access to technology improvements (eg. high speed broadband and 4G mobile phone coverage) and public transport (for those without regular access to a car).

The national government is pursuing an ambitious agenda and, like many areas across the country, local residents and families are likely to be impacted. On-going welfare reform as well as the forthcoming Housing and Planning Bill are likely to impact upon some of our most vulnerable individuals and families. The good quality of life attracts many people to the area and we need to accommodate population growth in a managed way. The construction of up to 15,000 new homes is being discussed over the next 20 years, and large scale developments are under varying degrees of progress. Around 750 homes are expected to be built every year in order to meet our housing needs and for every year we haven't done this since 2011 we need to make up the shortfall. The latest expectation is that we will need to build 900 – 1000 new homes each year. We need to work closely with developers and key partners to ensure growth is balanced with the right infrastructure and high quality design (such as better road and rail networks). Overall we need to balance the pressure of new housing and new developments in keeping with the local area as well as ensure our local businesses remain competitive.

Amongst all these challenges I want to preserve the unique character of East Herts and ensure it remains one of the best places to live and work in the country.

Introduction from Chief Executive:

Our elected representatives have set out what they want to achieve over the next four years and it is my job to ensure the organisation makes this a reality. This will be no small challenge given the pressure on public finances – we know our grant funding from central government will be completely withdrawn over the next 4 years. We need to think about new ways of doing things, generating new income streams and working with other key public sector organisations to reduce costs, share resources and improve the quality of the services delivered to residents.

The way we will do things is to ensure all our activities are customer led – providing more choice in how customers can access our services and delivering value for money in everything we do. Some of the key actions we will be pursuing over the next few years are as follows:

- Building on the success of our current shared services with Stevenage Borough Council (for ICT and Revenues and Benefits), develop a Shared Service for Waste and Street Cleansing with North Herts District Council
- Introduction of a joint Building Control service to ensure the continuity of an efficient and effective building control service
- Making better use of technology to deliver our services, recognising that different people want to engage with the council in different ways
- Delivering an organisational development strategy to ensure our workforce has the right skills needed for the future
- Re-tendering of key contracts (such as parking enforcement) to ensure value for money
- Implementing our new Economic Development Strategy to ensure we are business friendly council.

Priority and outcomes we want to see		Why is it important?	Key actions and measures that will help get us there	Timescales			
				16/17	17/18	18/19	19/20
Priority 1 – Improve the health and wellbeing of our communities	Residents living active and healthy lives	<ul style="list-style-type: none"> The health of people in East Herts is generally better than the England average. We want to ensure this continues by focusing on providing early support and joined up services with our partners. Priorities in East Herts include reducing the levels of excess weight in adults, reducing the prevalence of smoking and to help the growing older population maintain their health¹. Mental Health issues are also likely to affect one out of four people in any given year. The Council has signed a pledge to work with all partners and to make mental health a priority across all its areas of responsibility 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Provide sport activities for over 50's in our towns and villages through the 'Forever Active' East Herts programme Invest in our parks and open spaces to encourage health, fitness and biodiversity including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground Undertake a pilot on tackling obesity in conjunction with the County Council and Leeds Beckett University Implement the Wellbeing Dementia Project in order to increase the quality of life for those diagnosed with dementia and their carers Produce a leisure strategy to determine future direction and planning for the Council's two Leisure Centres and three joint use swimming pools <p>Performance measures:</p> <ul style="list-style-type: none"> To be developed around public health 	↔			
	Support for our vulnerable families and individuals	<ul style="list-style-type: none"> Significant welfare reform over recent years as well as anticipated legislative changes through the new Housing and Planning Bill means we are likely to continue experiencing an increase in the demand for support across a range of services particularly for households with lower incomes. We want to improve life chances for vulnerable families and individuals by providing good quality services from Housing and Benefit advice to the provision of Disabled Facilities Grants. 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Implement the Homeless Strategy, focusing on providing appropriate and timely housing advice to prevent homelessness Work with partners to assist people through the transition into universal credit Process new housing benefit claims and changes in circumstances within 10 working days <p>Performance measures:</p> <ul style="list-style-type: none"> Time taken to process housing benefit and new claims and change of events Number of prevented homeless applications Number of affordable homes delivered 	↔	↔	↔	
	Communities engaged in local issues	<ul style="list-style-type: none"> Working with local residents, partners and the voluntary and community sector is paramount for improving outcomes for local people. Reductions in public sector spending means that greater collaborative working is required and we need to find new ways of engaging local residents to determining what East Herts will be like in future 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Work with local community groups to develop community energy schemes Support communities in rural areas with accessing infrastructure for super-fast broadband Move all services to a platform of digital delivery whilst still ensuring face to face and telephone services are maintained for those who need them <p>Performance measures:</p> <ul style="list-style-type: none"> Satisfaction levels with council services % of services accessible via digital channels Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s) Digital media transactions (twitter and gov delivery) 	↔	↔		
Priority 2 – Enhance the quality of people's lives	Attractive places	<ul style="list-style-type: none"> The appearance of the local environment is a major factor in determining what makes somewhere a good place to live. Well maintained and clean streets and green spaces, free from litter, graffiti, fly tips and abandoned vehicles are ranked as important to our residents². Alongside this reducing waste and increasing our recycling rate is important to us and to our residents. Our 2013 residents' survey showed that 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Implement the Environmental Crime Strategy (focusing on new measures and penalties for environmental crimes such as dog fouling) and Public Space Protection Orders Work with owners to return empty properties back into use Deliver successful Heritage Lottery Fund Stage 1 bid for Waytemore Castle (Bishop's Stortford) and deliver management plan for Hertford Castle Grounds (in partnership with the Town Council) Secure Local Nature Reserve Status for Pishiobury Park, Sawbridgeworth <p>Performance measures:</p> <ul style="list-style-type: none"> Street and environmental cleanliness: Litter levels 	↔	↔	↔	↔

¹ East Hertfordshire Health Profile 2015 – Public Health England.

² 2013 East Herts Residents Survey

		our residents had high levels of satisfaction with our waste and collection services and wished to see opportunities to develop services further ³ .	<ul style="list-style-type: none"> Street and environmental cleanliness: Detritus levels Percentage of household waste sent for reuse, recycling and composting Waste: missed collections per 100,000 collections of household waste Number of empty properties brought back into use 				
	Future development best meets the need of the district and its residents	<ul style="list-style-type: none"> We want to ensure that new development continues to achieve outcomes that are positive for our residents, the local economy and the environment. Our Local Plan which is currently being updated (and renamed the District Plan) provides the framework to shape the district's built environment for the future. Also as part of this we need to ensure affordable housing is delivered so our residents can continue to live in their local area. 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Publication and adoption of the District Plan Seek to shape development proposals for key sites in the district including the broad locations for development identified in the District Plan Support and maximise the provision of additional affordable housing in association with developers and registered providers Undertake feasibility work on setting up a company to build new homes <p>Performance measures:</p> <ul style="list-style-type: none"> Processing of planning applications: major applications Processing of planning applications: minor applications Processing of planning applications: other applications Percentage of affordable homes agreed on affordable sites Net additional homes provided 	↔	↔	↔	↔
Priority 3 – Enable a flourishing local economy	Support for our businesses and the local economy	<ul style="list-style-type: none"> East Herts is a relatively affluent area with high employment rates and a highly skilled population. Businesses registered here are mostly made up of small to medium sized enterprises across diverse sectors including professional, scientific and technical services, administrative and support services and construction. Maintaining a good quality of life is crucial to keeping East Herts an attractive place for business and entrepreneurs to want to locate 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Review business start-up provision and identify further opportunities to improve support to new businesses Work with the Local Enterprise Partnership on the “growth hub”, an enterprise network for small businesses that are seeking to grow Deliver the EU-funded Rural Development Programme to support business growth <p>Performance measures:</p> <ul style="list-style-type: none"> Business counts (enterprises and local units) Number of new business registrations and number still trading after one year 	↔	↔	↔	↔
	Vibrant town centres	<ul style="list-style-type: none"> Our five urban areas in the district (Bishop's Stortford, Hertford, Ware, Sawbridgeworth and Buntingford) are seeing a change in nature of the town centre, with a reduction in the retail offer and an increase in other offers (e.g. catering). There is an opportunity around tourism and the visitor economy, which is a growing sector in the district. 	<p>Current and planned actions:</p> <ul style="list-style-type: none"> Develop a planning framework for Bishop's Stortford, focusing on Old River Lane and key adjoining town centre sites and develop a masterplan for Old River Lane Actively contribute to the Urban Design Study in Hertford town centre Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains Undertake feasibility work with town centre businesses on implementing Business Improvement Districts <p>Performance measures:</p> <ul style="list-style-type: none"> Town centre footfall 	↔	↔		
	Working with others, to have achieved the right infrastructure for our businesses and communities	<ul style="list-style-type: none"> Being part of the A10/ M11 “corridor” brings enormous benefits to East Herts through good connectivity into the economies of London and Cambridge as well as connectivity through Stansted airport. It also brings challenges to businesses who are concerned about the ability of infrastructure (such as road and rail networks) to support growth in these areas 	<p>Current and planned activities:</p> <ul style="list-style-type: none"> Work with key partners such as the Local Enterprise Partnership, County Council and London Stansted Cambridge Consortium on identifying infrastructure requirements and ways to bring them to fruition Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning <p>Performance measures:</p> <ul style="list-style-type: none"> <i>To be developed</i> 	↔	↔		

³ 2013 East Herts Residents Survey

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EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 9 FEBRUARY 2016

REPORT BY THE EXECUTIVE MEMBER FOR FINANCE AND SUPPORT SERVICES

2016/17 – 2019/20 SERVICE PLANS

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- The purpose of this report is to present the service plans which outline the key activity the council intends to undertake between 2016/17 – 2019/20. These plans sit underneath the Corporate Strategic Plan and are the result of a new integrated finance and business planning process which began in summer 2015.

<u>RECOMMENDATION FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> The Executive be advised that the Joint Meeting of Scrutiny Committees supports:

(A)	The approval of the 2016/17 – 2019/20 Service Plans, key actions and performance indicators as detailed in Essential Reference Paper ‘B’.
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1.0 Background

1.1 Following elections in May 2015, the new administration tasked officers to review the council’s financial and business planning process, so that the setting of council priorities could be more aligned to discussions around the budget. This resulted in a number of changes such as:

- Earlier engagement with members and officers on the budget setting process;
- Wider discussions on the needs and priorities of the district, looking at customer demand, workforce capacity and key financial drivers;
- Forward looking service plans with a 4 year horizon in line with the Medium Term Financial Strategy, as opposed to one year plans.

1.2 This has enabled a more detailed and fundamental review of priorities, future demands and current capacity to produce a new set of actions from 2016/17 onwards. The key elements in this process have been as follows:

- July – August 2015: A review and self-assessment of all service areas to see how service outcomes align with financial need (i.e. understanding why underspends exist) and to develop an understanding of the current direction of travel and the future direction of travel for each service over the next four years. This involved looking at evidence currently available such as performance indicator data and customer demand data, anticipated legislative changes or Member redirection of priorities. This review was undertaken by each Head of Service, supported by Business Development and Strategic Finance;
- August – Early September 2015: The development of service plans for 2016/17 – 2019/20 based on a continuing ‘as is’ steer to help construct the base budget. Heads of Service prepared these in consultation with their Director and Portfolio Holder;
- September 2015: Alongside the development of service plans identification of additional projects and service options that the council could deliver should the base budget leave a surplus were drafted. Equally options for reduction of service provision were also identified should the base budget identify a deficit;
- October 2015: Publication of draft service plans including the self-assessment findings to all Members, with options for additional or reduced investment included (a 300 page document). An informal workshop took place on 20 October 2015 where Members were asked to vote on their preferences regarding additional or reduced investment;
- 23rd November 2015: An away day was held with the Executive team and the Corporate Management team to evaluate the findings from the October workshop. It was from this session that the new priorities for the next four years were shaped;
- December 2015: Draft service plans were updated by Heads of Service (in consultation with Directors) to reflect any additional or reduced investment options that Portfolio Holders supported in line with the new priorities.

2.0 Report

- 2.1 **Essential Reference Paper ‘B’** contains an “executive summary” of the 2016/17 service plans. Unlike previous years, the service plans have been organised and presented along the same themes of the new Corporate Strategic Plan, as oppose to individual service by individual service. This style of presentation is designed to illustrate how service actions are contributing to corporate priorities.
- 2.2 The actions and measures captured do not reflect the full range of activities all services will be engaged in over the next 4 years. They represent the most high profile activity underpinning the new corporate strategic plan. There are many other, day to day and operational actions, projects and tasks that feature in the full service plan document which runs to around 300 pages in length). These are still essential for delivering good services to the residents of East Herts but are largely process or back office orientated and therefore lower profile. Where any of these actions are important to Members they have been capture within **Essential Reference Paper ‘B’** under “key actions not directly captured within the strategic plan”.
- 2.3 The financial Implications associated with delivering the service plans are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report is being presented to the Joint Meeting of Scrutiny Committees on 19 January 2016 and to Executive on 2 February 2016.

3.0 Implications/Consultations

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

Background Papers:

None.

Contact Member: Councillor G Williamson – Executive Member for Finance and Support Services.

Contact Officer: Benjamin Wood – Head of Business Development, Extn: 1699. benjamin.wood@eastherts.gov.uk

Report Author: Ceri Pettit – Corporate Planning and Performance

Manager, Extn: 2240. ceri.pettit@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p>New Priorities for 2016/17:</p> <p>Priority 1 – Improve the health and wellbeing of our communities</p> <p><i>Delivering services to enhance the quality of life, health and wellbeing of our residents, particularly for those who are vulnerable and encouraging local communities to help themselves</i></p> <p>Priority 2 – Enhance the quality of people's lives</p> <p><i>Focusing on sustainability, the built environment and ensuring our towns and villages are safe and clean</i></p> <p>Priority 3 – Enable a flourishing local economy</p> <p><i>Focusing on economic opportunities and enhancing economic wellbeing</i></p>
<p>Consultation:</p>	<p>The senior management team were consulted on the revised priorities for 2016/17.</p>
<p>Legal:</p>	<p>There are no legal implications. Specific legal implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Financial:</p>	<p>The financial implications associated with delivering the corporate strategic plan are set out in the Budget Report and the 2016/17 – 2019/20 Medium Term Financial Plan. This report is being presented to Joint Scrutiny Committee on 19 January 2016 and Executive on 8 March 2016.</p>
<p>Human Resource:</p>	<p>There are no human resources implications.</p>
<p>Risk Management:</p>	<p>Effective performance management arrangements helps to ensure that the council's priorities and objectives are met and supports greater transparency and increases local accountability. The Corporate Strategic Plan is one tool designed to help deliver this.</p> <p>Specific risk management implications relating to actions set out in the plan will be considered as part of their implementation.</p>
<p>Health and wellbeing –</p>	<p>There are no direct Health and Wellbeing implications in regard to this report. However one of the council's</p>

issues and impacts:	objectives does support the health and wellbeing agenda.
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SERVICE PLANS 2016/17 – 2019/20

Key actions underpinning the new corporate strategic plan

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Residents living active and healthy lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership			
CEC2.1 Provide sport activities for over 50's in our towns and villages through the 'Forever Active' East Herts programme.	Numbers participating as prescribed in programme and reported to Sport England.	March 2017	Engagement and Partnership Team Leader
Service Outcome ESL01: Develop and provide facilities which meet the strategic and longer term operational needs of the council			
ESL01.1 Produce a leisure strategy to determine future direction and planning for the council's two Leisure Centres and three joint use swimming pools.	Agreed strategy that informs the next leisure services contract and decision making on service delivery models. Milestones: Member Task and Finish Group report Outline proposals to Executive Options appraisal Approved Strategy Contract procurement New contract starts	June 2016 August 2016 February 2017 July 2017 July 2017 January 2019	Head of Environmental Services
Service Outcome ESL02: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives			
ESL02.1 Invest in our parks and open spaces to encourage health, fitness and biodiversity including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground.	Targets identified in strategy are met. Milestones: Deliver management plan for Hertford Castle Grounds in partnership with the Town Council. New play area and footpath improvements at Grange Paddocks. Continue process to deliver connected links between open spaces. Commission initial stages of project to improve Hartham Common entrance area. Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth. Deliver a new destination play area at Hartham Common. Deliver car park, footpath improvements & health/play facilities. Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.	March 2017 March 2017 March 2017 March 2017 March 2018 March 2018 March 2018 March 2018	Environment Manager – Open Spaces
Service Outcome CSH9: Improve public wellbeing and deliver cost effective public health			
CSH9.1 Implement the Wellbeing Dementia Project in order to increase the quality of life for those diagnosed with dementia and their carers.	Number of recipients of assessment visits; notional target 200. Number of low cost high impact measures delivered; notional target 200. Number of recipients receiving higher cost measures facilitated through the scheme.	March 2017	Environmental Health Manager – Residential

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Support for our vulnerable families and individuals			
Driver	Measure	Deadline	Lead Officer
Service Outcome HO1: Prevent homelessness and sustain tenancies			
HO1.4 Implement the Homeless Strategy, focusing on providing appropriate and timely housing advice to prevent homelessness.	Number applicants prevented from becoming homeless by the pro-active intervention of the Housing Service. EHPI 151 – Number of homeless households living in temporary accommodation at the end of the quarter. EHPI 152 – The number of applicants accepted as owed the main homelessness duty to secure accommodation. EHPI 153 – Number of applicants that presented to the council as homeless. NEW EHPI – Number of prevented homeless applications.	March 2019	Manager of Housing Services
Service Outcome RB3: Deliver Housing Benefit and Council Tax Support			
RB3.6 Work with partners to assist customers through the transition into universal credit	Customers assisted and signposted appropriately when transitioned into universal credit.	March 2017	Head of Revenues and Benefits
RB3.1 Process new housing benefit claims and changes in circumstances within 10 working days	Target for EHPI 181 – Time taken to process Housing Benefit new claims and change events achieved.	March 2017	Head of Revenues and Benefits

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Communities engaged in local issues			
Driver	Measure	Deadline	Lead Officer
Service Outcome ESL03: Reduce carbon dioxide emissions from our own operations by 25% by 2020 and work with partners to reduce the emissions of households and businesses			
ESL03.1 Work with local community groups to develop community energy schemes in East Herts.	Number of community groups delivering local energy projects. Actual measure of energy generated (kWhrs) and reinvestment (£). Milestones: Develop a scheme of renewable energy in relation to the Council's estate and act as a source of publicity, information and advice on community energy schemes through appropriate media.	March 2017	Environmental Strategy and Development Manager
Service Outcome BD3: Supporting the rural economy			
BD3.2 Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the "Connecting Counties" programme and raising awareness of other options	NEW EHPI – Percentage of superfast broadband accessibility in the district (defined as over 30 M/bs)	May 2016	Economic Development Manager
Service Outcome IPCS4: To support all services to move to a platform of digital service delivery, ensuring face to face and telephone services are maintained for those who need them in line with the Council's Customer Service Strategy and Action Plan			
IPCS4.1 To drive the delivery of the Customer Service Strategy, supplementing the work of the Customer Service Manager focussed on establishment of business cases, project initiation and approach for key customer service projects: - Single 'My East Herts' Customer platform for the internet - Customer Contact Management System including Complaints System - Email monitoring and management - Face to face queue management information system, support channel modelling and shift targets within services.	Completion of business cases, decisions and project commencement. NEW EHPI – Percentage of service accessible via digital channels	June 2016 – June 2018	Customer Service Manager

Driver	Measure	Deadline	Lead Officer
Service Outcome IPCS5: To continuously improve access to services in a way suited to our customers, not limited by our organisational structure			
IPCS5.3 Provision of efficient, easy to use telephony facilities to access services and for staff to have the tools required to support efficient working.	Delivery of the Telephony Improvement Project Phase 2.	March 2017	Customer Service Manager
IPCS5.4 Provision of efficient, effective face to face services ensuring customers can access the services they need as quickly as possible when visiting our offices.	Re-configuration of physical Customer Service Centres to support assisted digital self-service and encourage channel shift. Proposals for technology and physical environment.	July 2016	Customer Service Manager
Service Outcome IPCS6: To improve efficiency and satisfaction through a website that encourages use of digital services, especially self-service			
IPCS6.1 Rationalised Web and Intranet content and structure support.	Centralised Content Management supplemented by service for two years. Reduction in content. Satisfaction rating of search engine/ease of use.	March 2018	Digital Media and Information Manager

Corporate Priority: Enhance the quality of people's lives			
Outcome: Attractive and clean places			
Driver	Measure	Deadline	Lead Officer
Service Outcome ESL02 and ESL06: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives			
ESL06.1 Deliver successful Heritage Lottery Fund (HLF) Stage 1 bid for Waytemore Castle, Bishop's Stortford.	Attract external funding c. £1.2m+ to develop the site to destination status. Provide improve facilities for the local community of Bishop's Stortford in partnership with the Town Council. Improve the attractiveness of the town as a place to visit. Milestones: Bid Submission – Stage1. Development Phase. Implementation Phase.	August 2016 2017 – 2018 2019 – 2020	Environment Manager – Open Spaces
Service Outcome ESL04: Work with partners to manage environmental crime			
ESL04.1 Implement the Council Environmental Crime Strategy and associated Public Space Protection Orders (PSOPs).	Raised awareness of effects of environmental crime; its impact on the environment and penalties for offenders. Milestones: Environmental Crime Strategy and PSPOs approved by the Executive. PSPO Implementation. Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.	March 2017 March 2016 August 2016 February 2016 – March 2017	Environmental Inspection Team Manager
Service Outcome CSH5: Bring Empty Homes back into use			
CSH5.1 Work with owners to return empty properties back into use.	Number of empty homes reoccupied – EHPI 64 – Vacant dwellings returned to occupation or demolished.	March 2017	Environmental Health Manager - Residential

Corporate Priority: Enhance the quality of people's lives			
Outcome: Future housing development meeting the needs of the district			
Driver	Measure	Deadline	Lead Officer
Service Outcome PBC1: Progress to the completion of the District Plan to provide a robust and effective planning policy framework for the district			
PBC1.1 Publication and adoption of the District Plan.	Progress to publication of pre-submission version of District Plan. Examination of Plan. Ensure the council meets government requirements for the plan to be in place by early 2017. Target for EHPI 159 – Supply of ready to develop housing sites achieved. Target for EHPI 154 – Net additional homes provided.	June 2016 March 2017 March 2017	Planning Policy Manager
Service Outcome PBC2: Efficient and effective decision making in relation to significant and key development proposals to ensure delivery of housing and appropriate infrastructure			
PBC2.1 Seek to shape development proposals for key sites in the district including the broad locations for development identified in the District Plan.	Management of development proposals in relation to these and other key sites in agreement with landowner and promoter parties. Target for EHPI 157a – Processing of planning applications: Major applications.	Ongoing	Development Manager
Service Outcome HO2 and BD8: Increase the availability of affordable housing			
HO2.1 Support and maximise the provision of additional appropriate affordable housing in association with developers and registered providers.	Target for EHPI 155 – Number of affordable homes delivered. NEW EHPI 149 – Percentage of section 106 developments that meet the affordable housing threshold target at the time of planning permission of all the eligible developments granted permission. Monitor the size of units developed in relation to need to influence future size and type. Council to maximise and develop opportunities for the development of rural affordable housing.	Ongoing	Housing Development and Strategy Manager
HO2.2 and BD8.1 Undertake feasibility work on setting up a company to build new homes	N/A	March 2017	Head of Business Development
Corporate Priority: Enable a flourishing local economy			
Outcome: Support for our businesses and the local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD2: Enabling entrepreneurs and business start ups			
BD2.2 Review business start-up provision and identify further opportunities to improve support to new businesses.	NEW EHPI 5.7 – Number of new business registrations in district (annual measure). Number of new businesses still trading after one year (annual measure).	October 2016	Economic Development Manager
Service Outcome BD3: Supporting the rural economy			
BD3.1 Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity	Number of East Herts businesses in contact with RDP co-ordinator (annual measure). Number of East Herts business applying to RDP and number of successful applicants (annual measure). Amount of £ invested in East Herts through the RDP (annual measure). No. of new jobs created in East Herts through the RDP (annual measure).	March 2019	Economic Development Manager
Service Outcome BD5: Supporting the visitor economy			
BD5.1 Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains.	NEW EHPI 11.6 – Number of visits to Families and Relatives in East Herts (VFR) (annual measure) Spend on VFR (annual measure).	March 2019	Economic Development Manager

Corporate Priority: Enable a flourishing local economy			
Outcome: Vibrant town centres			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD4 and PBC5: Vibrant Town Centres			
BD4.1 Undertake feasibility work with town centre businesses on implementing Business Improvement Districts.	N/A	December 2016	Economic Development Manager
PBC5.1 Develop a framework for Bishop's Stortford Town Centre, focusing on Old River Lane and key adjoining town centre sites and develop a master plan for Old River Lane	N/A	March 2017	Head of Planning and Building Control
PBC5.2 Actively contribute to the Urban Design Study in Hertford town centre and support redevelopment of Southern Maltings in Ware	N/A	March 2018	Head of Planning and Building Control

Corporate Priority: Enable a flourishing local economy			
Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities			
Driver	Measure	Deadline	Lead Officer
Service Outcome BD6: Lobbying for the right infrastructure			
BD6.1 Work with key partners such as the Local Enterprise Partnership, County Council and London Stansted Cambridge Consortium on identifying infrastructure requirements.	N/A	March 2019	Head of Business Development
BD6.2 Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.			

Key actions not directly captured in the strategic plan

Corporate Priority: Improve the health and wellbeing of our communities Enhance the quality of people's lives Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome SF3: Maximise yield from the Council's investment portfolio whilst protecting the security of the Council's assets			
SF3.2 Maximise yield through a spread of financial instruments, maturity dates and counterparties whilst considering the risk of each investment in accordance with the Investment Strategy.	Interest income performance against budget monitored through Healthcheck reports and full year performance reported annually.	Treasury Management Outturn report: September 2016.	Principal Accountant
SF3.3 Monitor the Council's investment in the Capital programme to ensure that resources are delivering the assets required to deliver services/benefit to local taxpayers.	The progress in delivering each capital scheme, financial and timeframe, will be reported through Healthcheck reports.	Healthcheck approved by CMT each month and by Scrutiny and Executive each quarter.	Finance Officer
Service Outcome SF7: The property portfolio supports the council's objectives			
SF7.1 Property asset holdings are constantly reviewed to ensure that assets are fit for purpose and utilised to their full potential.	Undertake negotiations for the acquisition, disposal, and leasing of property to secure best value and maximise returns.	Ad-hoc	Assets and Estates Manager
Service Outcome SBTS1: ICT systems are maximised to their full potential and strong ICT knowledge and skills, structures and governance mechanisms are in place			
SBTS1.1 Deliver the milestones for 2016/17 set out in the four year ICT Strategy.	EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy	March 2017	Head of Business & Technology Services
Service Outcome CEC5: More engaged and better informed residents, businesses, communities and workforce			
CEC5.1 Review and deploy new communication technologies and methods.	Support member and officer working group on new ways of communicating. NEW EHPI – Digital media transactions (twitter and gov delivery)	March 2017	Communications Manager
Service Outcome GRM4: Effective governance arrangements in place			
GRM4.1 Review of Shared Audit Service.	Adequate & effective audit arrangements in place.	March 2018	Director of Finance & Support Services/ Head of Governance & Risk Management
GRM4.2 Review of Shared Anti-Fraud Service.	Adequate and effective anti-fraud arrangements in place.	March 2018	Director of Finance & Support Services/ Head of Governance & Risk Management
Service Outcome HROD1: Effective, efficient automated and streamlined HR service			
HROD1.1 To deliver the Organisational Development (OD) Strategy 2015-2019.	As set out in the OD Strategy. Prioritisation of OD Strategy action and capacity of HR team. EHPI 12a – Number of short – term sickness absence days per FTE staff in post. EHPI 12b – Number of long – term sickness absence days per FTE staff in post. EHPI 12c – Total number of sickness absence days per FTE staff in post.	2015-2019	Head of HR and OD
HROD1.9 Market test the development of a commercial side of the service - selling services to small parties e.g. Hertford Town Council.	Delivering value for money.	Ongoing	Head of HR and OD
Service Outcome HROD3: Investors in People (IIP) Silver Standard achieved			
HROD3.1 To deliver and implement the IIP action plan 2015/16.	IIP silver accreditation. Employer of choice.	June 2016	Head of HR and OD HR Officers
Service Outcome RB1: Council tax collection targets achieved			
RB1.1 Maximisation of in-year council tax collection.	Target for EHPI10.2 – Council tax collection, % of current year liability collected achieved.	March 2017	Head of Revenues and Benefits
Service Outcome RB2: Business rate collection targets achieved			
RB2.1 Maximisation of in-year Business Rates collection.	Target for EHPI10.4 – NNDR (business rates) collection, % of current year liability collected achieved.	March 2017	Head of Revenues and Benefits
RB2.7 Provision of timely and accurate information to relevant parties in relation to the Business Rates values and appeals.	Officers provided with appropriate information to support their areas of work.	March 2017	Head of Revenues and Benefits

Corporate Priority: Improve the health and wellbeing of our communities			
Driver	Measure	Deadline	Lead Officer
Service Outcome HO1: Prevent homelessness and sustain tenancies			
HO1.5 Housing Strategy - Production (non-statutory document).	Strategy adopted.	June 2016	Housing Development and Strategy Manager
HO1.6 Review the current provision of temporary accommodation and consider the procurement of more flexible and suitable temporary accommodation options for the Council to meet future need.	Review existing use and current provision. Examine more flexible options for temporary accommodation based on best practice and best use of the council's current provision. Consider if there is a need to procure other more suitable accommodation to minimise the use of bed and breakfast. Overall aim to reduce use of bed and breakfast accommodation which is both costly and often unsuitable.	March 2016	Manager of Housing Services
HO1.7 Statutory review of homeless service & development of Homeless Strategy.	Strategy adopted.	March 2019	Manager of Housing Services

Corporate Priorities: Improve the health and wellbeing of our communities Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership			
CEC2.2 Rural isolation project.	Identify actions to address isolation in rural areas.	October 2017	Engagement and Partnership team Leader
CEC2.3 Arts development.	Consult on new arts statement of intent and develop a community arts network to promote the arts.	March 2017	Head of Communications, Engagement and Partnerships

Corporate Priorities: Improve the health and wellbeing of our communities Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC1: Continue to develop Hertford Theatre's cultural offer and seek to decrease net subsidy			
CEC1.1 Develop support service SLAs with Hertford Theatre.	Business efficiency.	October 2016	Head of Communications, Engagement and Cultural Services
CEC1.2 Develop business models for expansion.	Expanding service delivery.	March 2017	Head of Communications, Engagement and Cultural Services
CEC1.3 Implement plan to open on Sundays.	Enhanced service accessibility. Increase in ticket sales.	April 2016	Theatre Director

Corporate Priority: Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome CSH6: Robust flood prevention strategies in place			
CSH6.1 Flood alleviation measures introduced.	Monitor measures put in place. Number of flood alleviation schemes put in place or land drainage assets upgraded.	March 2017	Environment and Engineering Manager
CSH6.2 Recommend and assess Sustainable Urban Drainage (SUDs) requirements for new developments.	All major planning applications for flood risk & SUDs assessed.	March 2017	Environment and Engineering Manager
CSH6.3 Assist the Lead Flood Authority with Surface Water Management Plans (SWMPs) and other flood risk alleviation projects proposed for East Herts.	Project to model & assess flood risk in Hertford completed. Surface water management plans for Bishops Stortford completed.	March 2017	Environment and Engineering Manager
CSH6.4 Create a Register of East Herts land drainage assets, including their type, location and current condition.	Asset Register produced. Including a programme of work for any repairs, maintenance and safety requirements identified.	September 2016	Environment and Engineering Manager
Service Outcome ESL05: Further develop and enhance waste delivery service			
ESL05.1 Develop a Shared Service for Waste and Street Cleansing with North Herts District Council.	Efficiency savings delivered. Milestones: Outline business case approved and proceed to develop a shared service. Service specification and design options in consultation with Members from both authorities leading to contract design. Agreement on Lead Authority. Contract award. Contract commences.	April 2016 October 2016 November 2016 May 2017 May 2018	Head of Environmental Services
Service Outcome PBC4: Introduction of Joint Building Control service to ensure the continuity of efficient and effective building control service to ensure a safe environment for all in and around the buildings in the district			
PBC4.1 Determination of position in relation to Herts joint venture of building control services.	Corporate decision on joint venture. Seamless service delivery achieved during setting up of new joint venture. Customer satisfaction measures introduced.	Joint venture in place by end September 2016	Building Control Manager and Head of Planning and Building Control
Service Outcome RB4: Provide greater access to services			
RB4.1 Respond to customers desire to access services 24/7 using e technology.	Increase in self-service options for customers.	March 2017	Head of Revenues and Benefits
Service Outcome CEC3: work to improve the Stort river and canal side amenity within the Destination Stort partnership			
CEC3.1 Support Destination Stort partnership.	Promote and add value to partnership through development of investment business plans.	March 2017	Head of Communications, Engagement and Cultural Services

Corporate Priority: Enhance the quality of people's lives			
Driver	Measure	Deadline	Lead Officer
Service Outcome PBC3: Introduction of revised Planning Enforcement to ensure effective planning enforcement			
PBC3.1 Appropriate control in relation to unauthorised development in the district.	Introduce revised planning enforcement processes. Customer service expectations met by achieving targets for the new performance indicators: NEW – EHPI TBA – Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date' NEW – EHPI TBA – Percentage of site visits undertaken in relation to all other cases within 15 workings days of 'start date' NEW – EHPI TBA – Percentage of decisions made, within five weeks of 'start date', whether it is expedient to either undertake or not undertake formal action or it is determined that it is not possible to make a decision	End April 2016 Ongoing Ongoing Ongoing	Development Manager and Principal Planning Enforcement Officer

Corporate Priority: Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome CEC4: Lead on town centre shared space initiative			
CEC4.1 Shared spaces – new initiative	Explore possibilities and practicalities of designing shared spaces in towns following urban conference.	March 2017	Head of Communications, Engagement and Cultural Services

Corporate Priority: Enable a flourishing local economy			
Driver	Measure	Deadline	Lead Officer
Service Outcome IPCS 1: Efficient and effective off-street parking services for the benefit off East Herts residents, businesses and visitors			
IPCS1.3 Delivery of a modern car park management system which promotes car park use, dwell time, reduces penalty charge issue based on a 'pay on exit' premise, card payment systems.	Measures of PCN, customer satisfaction and subject to implementation of data warehouse profiles of car park use. Target for EHPI 7.2 – Turnaround of PCN Challenges and Representations achieved. Target for EHPI 7.3 –Number of parking appeals upheld or % of appeals to the Traffic Penalty tribunal that are upheld achieved.	March 2017	Parking Manager
Service Outcome IPCS 3: To deliver a range of on-street parking services to maximise the benefits to the community of East Herts and to others such as visitors, businesses and (on an agency basis) other local authorities in accordance with the Council's Parking and Transport Strategy			
IPCS3.1 Delivery of a cost effective on-street and off-street enforcement function that fulfils the objectives of the Traffic Management Act - e.g. in keeping the highway safe and clear for all users - at the lowest possible cost to the taxpayer.	Engagement of consultants to support the Council in the preparation of specification and tender arrangements for the re-tendering of the parking enforcement contract. Successful tender of Enforcement contract achieved.	March 2019	Parking Manager
IPCS 3.2 Optimisation of on-street parking for all user groups within existing Resident Permit Zones.	Detailed survey of 12 existing Resident Permit Schemes to identify opportunities to minimise on-street restrictions for the benefit of all motorists. Any opportunities to extend use of underutilised parking space in controlled zones presented to members.	March 2017	Parking Manager

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EAST HERTS COUNCIL

JOINT MEETING OF SCRUTINY COMMITTEES – 9 FEBRUARY 2016

REPORT BY EXECUTIVE MEMBER FOR ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT VISION AND ACTION PLAN 2016/17 – 2019/20

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- To agree the Economic Development Vision for East Herts.

<u>RECOMMENDATION FOR JOINT MEETING OF SCRUTINY COMMITTEES:</u> The Executive be advised that the Joint Meeting of Scrutiny Committees supports:

(A)	The approval of the Economic Development Vision and Action Plan 2016/17 – 2019/20.
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1.0 Background

1.1 The context for economic development within East Hertfordshire, like many other areas nationally, has changed in recent years. Key developments include:

- The announcement by the Chancellor in the Autumn Budget Statement that councils will retain business rates as their main source of funding by the end of the current Parliament. This requires a closer working relationship between local authorities and the business community;
- Stable economic recovery nationally however slower growth figures for East Hertfordshire in recent years and the need to remain competitive;
- A new Council elected in May 2015 who are likely to endorse “supporting economic growth” a key priority in the emerging Corporate Strategic Plan.

1.2 With that in mind the current economic development strategy is no longer fit for purpose and a new “vision” has been drafted (see **Essential Reference Paper ‘B’**).

2.0 Report

2.1 Work on analysing economic trends, identifying the challenges facing businesses together with a pragmatic assessment of East Herts District Council’s capability to influence the local economy began shortly after the election in May 2015. The key stages of development have been as follows:

- Production of an evidence base June – August (see **Essential Reference Paper ‘C’**);
- Consultations with local businesses:
 - o Hertford: 12th June
 - o Ware: 14th September
 - o Bishop’s Stortford: 13th October;
- Consultations with key partner organisations such as the Federation of Small Business, The Chamber of Commerce and the Local Enterprise Partnership (on-going);
- Member engagement session 20th October;
- Executive awayday discussion 23rd November;
- Corporate Management Team discussion 15th December;
- Informal consultation with Councillors via Portfolio Holder (December/ January).

2.2 Through this process we have arrived at six evidence based themes with a number of actions and deliverables over the next four years. The vision also contains a commentary on areas that the council will not be investing in (such as skills and employment initiatives).

2.3 Once agreed for recommendation it will be shared with key partners and stakeholders but we are not proposing a formal consultation period. The process for formal approval is as follows:

2.4 Delivery: The vision will drive the Council’s economic development agenda for the next four years. The key actions are contained within the strategy document itself however a more detailed iteration will emerge (eg. specific timescales, targets etc) through the finance and business planning process. Headlines from this will also be shared at Joint Scrutiny on 9th February under a separate agenda item. A separate ‘action plan’ document is therefore not required.

2.5 The main deliverables for year one (2016/17) are as follows:

- Commissioning a gap/ needs analysis for Bishop's Stortford and the wider district on demand for employment/ commercial space and sectoral opportunities;
- Develop a joint investment programme to support the visitor economy in conjunction with Visit Herts;
- Create business pages on the internet and build the platform for business self-service business accounts;
- Raise awareness on ensuring super-fast broadband provision for businesses and residents across the district;
- Test appetite for town centre businesses to form a Business Improvement District (BID);
- Operational management of the Rural Development Programme
- Administration and regulation of farmer's markets and contract management for WENTA;
- On-going liaison with key partners such as the LEP to understand opportunities around the 'growth hub' and growth corridors.

2.6 There are no assumptions at this stage about how the actions will be delivered (eg. it could be through the current structure, through a new structure, through a third party or shared service). Moreover, many of the actions will be led through different service areas (eg. Revenues and Benefits, Planning Policy, Customer Services & Information) and the overall successful implementation of the strategy will rest on collective efforts of different services and partners beyond the economic development function.

2.7 The key skills and requirements that needed to deliver this vision are as follows:

- Information and analysis skills on macroeconomics/ local socio-economic context and business case construction;
- Collaborative working skills with key partners (e.g. the LEP and LSCC);
- Liaison and networking skills with the business community (local employers and umbrella organisations such as the Chamber of Commerce and Federation of Small Business);
- Project management skills (e.g. working with planning policy and business rates' teams);
- Commissioning and contract management skills (eg. with WENTA and Visit Herts).

2.8 The current restructure of management arrangements, when completed, is likely to lead to an overall review of the resources required to realise the new vision and key skill requirements set out above.

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'**.

Contact Member: Councillor Gary Jones, Executive Member for Economic Development.

Contact Officer: Benjamin Wood – Head of Business Development, Extn: 1699. benjamin.wood@eastherts.gov.uk

Report Author: Benjamin Wood – Head of Business Development, Extn: 1699. benjamin.wood@eastherts.gov.uk

ESSENTIAL REFERENCE PAPER 'A'

IMPLICATIONS/CONSULTATIONS:

Contribution to the Council's Corporate Priorities/ Objectives	<i>Prosperity</i> – will help deliver objectives around supporting economic growth in the District.
Consultation:	Portfolio Holder, Leader, Executive Members, Chief Officers, Senior Management Group.
Legal:	None.
Financial:	Sets out a direction of travel which may require re-shaping of current investment in economic development and business cases for additional revenue investment.
Human Resource:	None.
Risk Management:	None.
Health and wellbeing – issues and impacts:	None.

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ECONOMIC DEVELOPMENT VISION AND ACTION PLAN FOR EAST HERTS 2016/17-2019/2020

Priority Theme/ Outcome	Why is it important?	Key actions that will help us get there	Timescales				How will we know if we are making a difference?
			16/17	17/18	18/19	19/20	
<p>A business friendly council <i>We will ensure we are supporting businesses as 'customers' of council services as well as listening to the needs of the business community</i></p>	<ul style="list-style-type: none"> We have undertaken one off, limited consultation with businesses to help inform the strategy priorities. Continuing this dialogue is important given the link between business rates' collection and council funding in future (we will need to increase transparency and accountability to businesses) Large proportion of council customers are businesses (eg. requests for regulatory services/ submitting planning applications/ interactions with business rates' service) No direct evidence that regulatory functions are inhibiting economic growth, however anecdotal feedback from businesses is that a central point of contact/ more coherent support and business liaison is required. 	<ul style="list-style-type: none"> Commission business need's analysis and detailed evidence base focusing on: <ul style="list-style-type: none"> Demand for employment and commercial space (by geography and sector), particularly focusing on Bishop's Stortford Demand for new business incubation space and 'second stage' space for new businesses seeking to grow Sector or specific industry opportunities for East Herts (eg. creative/R&D) Create landing pages for businesses on the Council website consolidating all information and services in one place (Business rates, planning, regulatory functions, procurement, customer profiles etc) Increase self-service options and create user accounts for local businesses to access council services in once place for key council services (aligned to customer services strategy) Maintain membership in and sponsor key events such as the Federation of Small Business (FSB) annual awards/ Chamber of Commerce (CoC) awards Support the "Better Business for All" partnership between Regulatory authorities in Hertfordshire 	↔				<ul style="list-style-type: none"> Business counts (enterprises and local units) Total income from business rates Number of jobs and jobs by sector Gross Value Added (GVA) Transaction/ processing times for business queries/ request for service to be resolved (eg. invoice payment processing times) Qualitative feedback from businesses on a regular basis (measure and questions to be developed in conjunction with FSB and CoC)
<p>Enabling entrepreneurs and business start ups <i>We will encourage wealth creation in the district and ensure businesses can access a wide range of locally sourced services</i></p>	<ul style="list-style-type: none"> The East Herts economy is mostly made up of micro-businesses and small to medium sized enterprises (SMEs). Maintaining an environment for entrepreneurs and new businesses to flourish is crucial for the future prosperity of the district Anecdotal feedback from businesses that more support for new businesses is needed (incubation space and stronger networks) 	<ul style="list-style-type: none"> 2 year SLA with WENTA (15/16-16/17) to deliver business start up advice and support (virtual and face to face) and incubation space. Based in Herts Regional College (Ware Campus) Review business start up provision and identify opportunities to improve support Sponsor the CVS "dragons den" event for entrepreneurs in schools Work with the Local Enterprise Partnership's (LEP) on the "growth hub" (an enterprise network for local businesses to source support services such as finance, HR, training etc) 	↔	↔			<ul style="list-style-type: none"> Number of new business registrations Number of businesses still trading after one year Number of new businesses started with WENTA support and number still trading after one year
<p>Supporting the rural economy <i>We will maximise investment into the rural economy and ensure it remains competitive</i></p>	<ul style="list-style-type: none"> Evidence in RDP bid suggests growth in rural economy has been slower than urban areas, and that rural businesses (mostly smaller enterprises) are competing with larger (medium sized) urban businesses Employment land review indicates broadband connectivity is a challenge for rural businesses 	<ul style="list-style-type: none"> Deliver the Eastern Plateau Rural Development Programme (RDP) administering EU structural funds (total fund of €1.8m), to rural businesses for increasing productivity, farm diversification, tourism, cultural and heritage activity Support communities in rural areas with accessing infrastructure for super-fast broadband by working with the "Connecting Counties" programme and raising awareness of other options 	↔	↔	↔	↔	<ul style="list-style-type: none"> No. of East Herts businesses successful in applying to RDP Amount of £ invested in East Herts through the RDP No. of new jobs in East Herts created through the RDP Percentage of superfast broadband accessibility in the district (defined as over 30 M/bs)
<p>Vibrant Town</p>	<ul style="list-style-type: none"> Town centres are seeing a decline in the retail offer 	<ul style="list-style-type: none"> Develop a planning framework for Bishop's Stortford, focusing on Old 	↔	↔	↔	↔	<ul style="list-style-type: none"> Vacant units in town

<p>Centres <i>We will ensure our town centres meet the needs and wants of our residents and visitors</i></p>	<p>and an increase in other offers (eg. catering and hospitality sectors). This diversification reflects a global trend in shopping behaviours however feedback from businesses is that increasing footfall in the daytime will help support the retail offer</p> <ul style="list-style-type: none"> • Food and drink is increasingly more important for residents in the district, who we know are largely in 9-5 jobs outside of the district. The workplace count is smaller than the resident population hence there is a larger market for spend outside of the weekday 9-5 hours 	<p>River Lane and key adjoining town centre sites and develop a masterplan for Old River Lane</p> <ul style="list-style-type: none"> • Ensure employment land and needs are included with site development assessments (eg. Hertford Urban design study) and District Plan • Undertake feasibility work with town centre businesses on implementing Business Improvement Districts • Work in conjunction with town and parish councils to deliver special events and specialist markets (eg. farmer’s markets) to increase footfall in the town centres 	↔	↔	↔	↔	<p>centres</p> <ul style="list-style-type: none"> • Town centre footfall • Car parks – short stay transactions • Care parks – volume to capacity
<p>Supporting the visitor economy <i>We want to raise the profile of local attractions and support businesses in their supply chain</i></p>	<ul style="list-style-type: none"> • Value & volume studies of visitor economy (undertaken every 2 years since 1996) shows reasonable growth in visitor economy in East Herts over the past 15 years. • Although the district is not a “tourism” destination this is a growth area – value to East Herts economy in 2014 was £230m. There are also venues in the district (eg. Hertford Theatre) which attract visitors 	<ul style="list-style-type: none"> • Undertake 2016 value and volume study (for the district as a whole but also focusing on the 5 towns) • Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains 	↔	↔	↔	↔	<ul style="list-style-type: none"> • Expenditure on visits to East Herts (annual figure measured through Value and Volume Survey)
<p>Lobbying for the right infrastructure <i>We will work with key partners to ensure East Herts can support growth in the right places at the right times</i></p>	<ul style="list-style-type: none"> • Employment land review and HCC Transport Strategy evidence base indicates road and rail infrastructure is a challenge for businesses (as is the state of commercial stock which is outdated and of poorer quality than neighbouring authorities) • Bishops Stortford and A10/ M11 corridor identified as a key area for future growth nationally (linked to Stansted Airport as well as growth in Cambridge and London economies). We are awaiting Growth Commission findings for infrastructure needs particularly the affects of Crossrail 2 and the West Anglia Route 	<ul style="list-style-type: none"> • Work with partners such as the LEP, County Council and London Stansted Cambridge Consortium (LSCC) on identifying infrastructure requirements for the A10/ M11 corridor and bring them to fruition • Liaise with the LEP to understand strategic needs of businesses in East Hertfordshire and lobby for East Herts interests 	↔	↔	↔	↔	<ul style="list-style-type: none"> • Investment (£) in transport infrastructure within the district

Other areas have been considered however have not been included at this stage:

- The skills agenda: currently the economic development team liaise with Hertford Regional College through occasional partnership meetings and likewise with the University of Hertfordshire through the LEP. Engagement with local schools is limited to the Dragons Den programme which is very small scale. Evidence suggests overall skill levels are not a challenge in East Herts (the skills base in the work place is lower than that of the resident workforce). There is evidence to suggest people in their mid 20’s leave the district for opportunities elsewhere (and return in their late 30’s) however this can in part be attributed to opportunities for career development within London and Cambridge. The council could consider working with local businesses and other public sector organisations to create more apprenticeship/ graduate placements (eg. by match funding). This would require additional assessment and consultation with businesses about skill shortages in particular sectors (this may be an issue but no deeper analysis has been undertaken). However the skills agenda is much more important for the LEP and the county as a whole
- Employment initiatives: evidence shows that unemployment is not a large concern within the district. Even the most statistically deprived wards (Hertford Sele, Ware Trinity and Bishops’s Stortford Central) have low unemployment rates (4.6%, 3.9% and 3.7% respectively) compared to the national average of 4.4%. As a consequence no projects or initiatives to increase our resident’s employability have been put forward
- Regeneration of urban areas: many local authorities who invest a lot in economic development often focus their strategy on regenerating brown field sites in town centres or industrial parks (eg. enterprise zones). Given the geographic make up of East Herts this hasn’t been an agenda which has been pursued. The lack of space and available sites remains a key barrier for this hence economic development hasn’t had a large role to play in planning policy. Old River Lane and opportunities around Bishop’s Stortford North in general may change this going forward. We are also in the process of investigating Business Improvement Districts to regenerate town centres



Economic Development Strategy Evidence Pack

Version: 23 November 2015

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The Story

Whilst leafy, rural East Herts is considered an attractive place to live, its poor road connections and dated stock of employment land can make it less attractive to businesses. The district's proximity to London whilst maintaining the 'rural getaway' attracts high-earning professionals to live in the area. High house prices in the district reinforce this.

Neighbouring areas to East Herts are more important for employment. Despite the fact that jobs in the district are generally in the same sector as where its residents work, there is a much greater out-flow of commuters than in-flow. As there is higher pay and a greater range of managerial and professional jobs outside of the district, many of the district's highly skilled residents commute out. Within East Herts, there are not a huge number of large enterprises with registered addresses in the area. Local units in the district are likely to be 'lower down' branches where the pay and skills requirements are lower. Consequently the skills-base in the workplace is much lower than the skills-base of residents.



The district attracts older residents and families compared to other areas. This is perhaps because of its close proximity to jobs and comparatively cheaper housing (relative to London) whilst maintaining a good education and low level of crime. However, young people seem to be driven out of the district around the age of 25. It is possible that high cost of living and a shortage of high paid jobs in the area and lack of 'excitement' (compared to London) are factors in this. This could be an issue for local businesses, as young people can often have key skills to bring to the workplace and employers could struggle to recruit for the lower-skilled professional roles in their businesses.

Bishops Stortford is a prime area for growth. However, town centres in the district are usually better equipped for serving a local market rather than a regional market and the district is not well placed for many large businesses. The nature of town centres is changing, with a declining retail offer in place of more restaurants and cafes. This has some economic benefits; the population in East Herts is greater outside of working hours and therefore town centres will have access to greater footfall at these hours, when pubs, restaurants and cafes are open to serve customers. Development of this sector will also serve the visitor economy. However, the negative impact of this is that the reduced footfall during the daytime puts current daytime operating businesses such as retail, banks and legal services at risk.

The manufacturing sector is an unusually large and growing sector in the district which is important for employment.

Overall the district is a wealthy, highly skilled district with low unemployment – even the most deprived wards in East Herts compare favourably to national averages. The skills of the workplace are lower than that of its residents. However, there is no evidence of demand for higher-skilled jobs.

East Herts Profile

Usual Resident Population 143,000	Resident Working Age Population 100,093 <i>70% of Resident population</i>	Residents in employment (16-74) 70,178 <i>70% of Resident working age population</i>
Net In-commuters -14,024	Of which	Number of Out-Commuters 36,164 
		Number of In-Commuters 22,140 
Workplace Population 58,180		
<p>51.5% of residents (<i>in employment</i>) work outside the district:</p> <p>17.8% of residents (<i>in employment</i>) work in London</p> <p>5.0% of residents (<i>in employment</i>) work in Welwyn-Hatfield</p> <p>5.0% of residents (<i>in employment</i>) work in Harlow</p>		
Proportion of residents with NVQ4+ 50.3%	<u>Top Resident Sectors:</u> Wholesale (16%) Education (11%) Professional (10%)	<u>Top Business Sectors:</u> Wholesale and Retail Manufacturing Administrative and Support Services <i>The most common sectors in the top 50 businesses by annual turnover</i>
	<u>Top Workplace Sectors:</u> Wholesale (16%) Education (12%) Manufacturing (10%)	
Proportion of workers with NVQ4+ 33.9%		

1. The District and its Residents

- 1.1. East Herts is considered an attractive place to live.
- 1.2. The largest town is Bishop's Stortford (with 38,816 residents) which is followed by Hertford (27,703), Ware (19,268), Sawbridgeworth (8,717) and Buntingford (5,581).
- 1.3. The district is a very sparsely populated area, with a population density of 300 people per km². This places the district in the top third of the most sparsely populated districts.¹
- 1.4. Whilst the age population distribution in East Herts largely reflects that of the East of England, the district attracts older residents more so than younger residents. The proportion of residents in the 45-54 year age group is higher in East Herts compared with Hertfordshire and the East of England, whereas the proportion of residents in the 25-34 year age group is lower.
- 1.5. The district has faced a greater level of ageing population than the England average between 2002 and 2012. Forecasts of further population ageing for the following decade indicate that the share of total population that is of working age is expected to decline.²
- 1.6. The car remains the major transport method for residents. Car ownership is high, with 87% of households owning at least one car. This compares to 81% of households in the East of England 74% of households in England that own a car.³
- 1.7. There has been a 47% increase in residents using the train as a major form of transport since 2001.⁴
- 1.8. The cost of living in the district is high. House prices are among the highest in the country; latest figures show that the average property price was £359,900. This compares to an average of £265,300 in England.⁵

¹ 2011 Census - Population Estimates for England and Wales, Mid 2011

² Eastern Plateau Programme Local Development Strategy 2015-2020

³ 2011 Census – Car Availability (from Neighbourhood Statistics)

⁴ 2011 Census – Travel to work changes 2001-2011, ONS

⁵ Herts LIS – House Prices 2015, October to December 2015

Population

	East Herts	Hertfordshire	East of England
Population (#) ⁶	143,000	1,154,800	6,018,400
Proportion of Population aged 16-64 (%) ⁷	63.3	63.2	62.0
Proportion of Population aged 16-24 (%)	10.1	11.1	11.4
Proportion of Population aged 25-34 (%)	11.8	13.1	12.6
Proportion of Population aged 35-44 (%)	14.4	14.1	12.9
Proportion of Population aged 45-54 (%)	16.3	14.8	14.3
Proportion of Population aged 54-64 (%)	11.7	11.0	11.6

Other

	East Herts	Hertfordshire	East of England
Households with Dependent Children (%) ⁸	31.4	31.8	29.4
Average House Prices (£) ⁹	359,900	389,900	274,700
Car Ownership (%) ¹⁰	87%	-	81%

6 Mid-2014 Population Estimate, ONS

7 2012-based Sub National Population Projections, ONS

8 Families by Dependent Children (Census 2011) LG Inform Plus

9 House Prices in October to December 2015, Herts LIS

10 Car Availability (Census 2011), ONS Neighbourhood Statistics

2. Employment & Jobs

- 2.1. East Herts has higher levels of employment than the average across Hertfordshire.
- 2.2. The age profile of the district is reflected in the economically inactive population, where a higher than usual proportion is economically inactive because of retirement and a lower than usual proportion is economically inactive because they are students.
- 2.3. Additionally, a higher proportion of economically inactive residents are so because they “do not want a job” when compared with Hertfordshire and East of England levels. It is hard to break down whether this is because a job is not needed or whether there are other reasons behind it.
- 2.4. East Herts has a greater number of out-commuters than in-commuters. A number of residents find work elsewhere such as in London, Welwyn-Hatfield or Harlow.¹¹
- 2.5. From East Herts, 51.5% of residents commute out of the district. This rate is actually lower than that of any other district in Hertfordshire. Additionally, the proportion of residents commuting to London from East Herts (18%) is below that of the Hertfordshire level (22%).
- 2.6. Around 30% of the working population of East Herts work in the district.
- 2.7. Across the whole of Hertfordshire, seven out of ten districts are net-exporters of workers. Welwyn-Hatfield has the highest level of in-commuters.¹²
- 2.8. Across the district, the highest level of unemployment is observed in the Hertford Sele ward at 4.6% - this is only slightly higher than the unemployment rate for England. (4.4%). The next two wards with high unemployment are Ware Trinity (3.9%) and Bishops Stortford Central (3.7%). So, relatively speaking, even our most deprived wards have low unemployment rates.

¹¹ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹² Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Economically Active Population¹³

	East Herts	Hertfordshire	East of England
Proportion of Population that's Economically Active (%)	83.7	81.5	80.0
Unemployment Rate (%)	3.4	4.3	4.9

Economically Inactive Population

	East Herts	Hertfordshire	East of England
Economically Inactive Because of Retirement (%)	23.7	14.5	15.7
Economically Inactive Because they are Students (%)	26.8	34.8	25.0
Economically Inactive Because they do not want a job (%)	84.1	82.2	75.6

Where do East Herts Residents work?¹⁴ (Some examples)

	Number of East Herts residents working
Total working Population of East Herts	70,178
East Herts	21,543
London	12,844
Welwyn-Hatfield	3,530
Harlow	3,467
Uttlesford	3,467
Stevenage	1570
Epping Forest	1,297
North Herts	968
City of Cambridge	427

¹³ Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

¹⁴ 2011 Census – “Where do we commute to? - Commuting patterns in the United Kingdom” (from neighbourhood Statistics)

- 2.9. There are a higher than average number of residents in more managerial or professional positions
- 2.10. There are more jobs in financial & other business services in East Herts than the East of England levels.
- 2.11. The largest proportion of jobs in the district are in financial & other business services (31%), public admin, education and health (23%), wholesale & retail (15%) and manufacturing (9.3%).
- 2.12. From a separate dataset that was used in the Hertfordshire Strategic Economic Plan, the most common jobs that residents of the district have are in wholesale (16%), education (11%) and professional services (10%)¹⁵
- 2.13. On balance, the county of Hertfordshire exports people for professional, scientific & technical activities and finance & insurance roles but it imports workers into wholesale & retail, construction and manufacturing roles. Data is not yet available on the breakdown at district level.¹⁶
- 2.14. By occupation, the county of Hertfordshire exports people to work in higher level occupations and imports workers into lower level occupations. Data is not yet available at district level.¹⁷
- 2.15. The number of jobs in East Herts is expected to rise to between 71,000 and 75,300 by 2020 and to between 73,600 and 79,200 by 2030. This is only just above the working population of the district.

¹⁵ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹⁶ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

¹⁷ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Employment by Occupation (Residents) ¹⁸

	East Herts	Hertfordshire	East of England
Managers, directors and senior officials	16.30	12.10	10.60
Professional occupations	28.30	24.50	19.60
Associate professional & technical	16.30	16.10	14.40
Administrative & secretarial	7.50	11.10	11.10
Skilled trades occupations	10.60	8.90	10.90
Caring, leisure and Other Service occupations	7.30	7.80	9.10
Sales and customer service occs	#	6.10	7.00
Process plant & machine operatives	#	4.10	6.50
Elementary occupations	9.80	8.90	10.60

- sample size too small for accurate estimate.

Jobs in the District by Industry (Workers)

	East Herts	Hertfordshire	East of England
Primary Services (A-B: agriculture and mining) (%)	0.3	0.1	0.3
Manufacturing (C) (%)	9.3	6.5	8.8
Energy and Water (D-E) (%)	0.4	0.6	0.9
Construction (F) (%)	5.4	5.6	4.8
Wholesale and retail, including motor trades (G) (%)	15.1	19.4	17.7
Transport storage (H) (%)	1.8	3.2	4.7
Accommodation and food services (I) (%)	6.7	5.5	6.3
Information and communication (J) (%)	3.3	4.9	3.5
Financial and other business services (K-N) (%)	30.9	29.1	22.2
Public admin, education and health (O-Q) (%)	23.0	20.9	26.6
Other Services (R-S) (%)	3.7	4.3	4.2

¹⁸ Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

- 2.16. It can be observed from the tables on the following page that on average residents in East Herts earn more than the workplace in the district.
- 2.17. Residents in East Herts earn more on average than the East of England average. Resident earnings are of a similar level to resident earnings in Hertfordshire and outer London but less than those living in inner London.
- 2.18. The job market in East Herts is in competition with inner London, where jobs pay 30% more. Those who work in East Herts earn similar to Hertfordshire and outer London, but more than those in East of England averages.¹⁹
- 2.19. The workplace in East Herts is of a very different make up to its residents in terms of their socio-economic make-up. Despite the fact that the sectors with jobs in East Herts match the sectors for which its residents work in, many commute out of the district for jobs. Higher pay and a greater range of higher level jobs elsewhere are likely factors in this.
- 2.20. Manufacturing is an unusually large and potentially growing sector in East Herts and it is important for employment.

¹⁹ Hertfordshire: Employment issues and the Strategic Economic Plan, SWP

Weekly Earnings (Residents)²⁰

	East Herts	Hertfordshire	East of England	Inner London	Outer London
Full-time workers	596.4	601.2	539.1	645.2	598.6
Male full-time workers	674.6	660.1	586.8	680.5	647.5
Female full-time workers	512.6	533.5	471.7	613.1	550.0

Weekly Earnings (Workers)²¹

	East Herts	Hertfordshire	East of England	Inner London	Outer London
Full-time workers	546.0	548.7	505.8	709.5	564.7
Male full-time workers	593.1	593.8	548.6	781.9	599.8
Female full-time workers	477.1	498.3	443.3	636.3	517.5

²⁰ ONS annual survey of hours and earnings - resident analysis

²¹ ONS annual survey of hours and earnings - workplace analysis

3. Skills

- 3.1. Qualification levels for residents of East Herts are well above levels for Hertfordshire or East of England as a whole.
- 3.2. However, qualifications held by the workplace are lower than resident levels. Only 33.9% of the workplace holds NVQ4 and above in the workplace compared with 50.3% of residents holding NVQ4 and above.
- 3.3. Skills deprivation across the district does not correspond with areas of high unemployment. The three wards with the lowest proportion of residents holding NVQ4 and above are Buntingford (14.1%), Puckeridge (14.8%) and Great Amwell (15.2%). These wards are categorised by very rural isolated areas as opposed to pockets in major towns where unemployment can be observed.

Breakdown of Qualifications Held by Residents²²

	East Herts	Hertfordshire	East of England
NVQ4 and above (%)	50.3	43.5	33.1
NVQ3 and above (%)	68.9	63.4	54.1
NVQ2 and above (%)	80.1	78.7	72.1
NVQ1 and above (%)	89.6	88.8	86
Other qualifications (%)	6	5.5	5.9
No qualifications (%)	4.5	5.7	8.1

²² Census 2011 - East Herts Labour Market Profile, from NOMIS Office for Labour Market Statistics

4. Businesses

- 4.1. The tables on the following page show the breakdown of enterprises by size in East Herts to be very similar to the breakdown across Hertfordshire. It is also not too dissimilar to the East of England.
- 4.2. Across other districts in Hertfordshire, Watford and Welwyn-Hatfield have a slightly greater proportion of medium and large enterprises (by around 0.5% each) than the other districts.²³
- 4.3. The breakdown of local units by size in East Herts is only slightly different compared to Hertfordshire. East Herts has more micro units and less large units
- 4.4. Looking at Inner London as a more extreme comparison to East Herts the breakdown of enterprises between the two areas is perhaps surprisingly similar. Although Inner London has nearly 30 times as many enterprises as East Herts, the distribution by size only differs by around a 2% greater proportion of small businesses and a 3% smaller proportion of micro businesses.

²³ Inter Departmental Business Register (ONS)

Business Counts (Enterprises)²⁴

	East Herts	Hertfordshire	East of England	Inner London
Micro (0 to 9 employees) (%)	90.5	90.1	88.9	87.7
Small (10 to 49 employees) (%)	7.7	7.9	9.2	9.7
Medium (50 to 249 employees) (%)	1.5	1.5	1.6	1.9
Large (250+ employees) (%)	0.3	0.5	0.4	0.6

Business Counts (Local Units)²⁵

	East Herts	Hertfordshire	East of England	Inner London
Micro (0 to 9 employees) (%)	87.1	85.9	84	83.7
Small (10 to 49 employees) (%)	10.7	11.3	13	13
Medium (50 to 249 employees) (%)	1.9	2.4	2.6	2.8
Large (250+ employees) (%)	0.3	0.4	0.4	0.6

²⁴ Inter Departmental Business Register (ONS)

²⁵ Inter Departmental Business Register (ONS)

- 4.5. The most common businesses in East Herts specialise in Professional, Scientific & Technical Activities, Administrative & Support Service Activities and Construction.
- 4.6. Of the top 50 businesses (in terms of annual turnover) in the UK, none have a registered address in East Herts.
- 4.7. The company with the highest annual turnover and with their registered address in East Herts is L&L Inc. Limited, accounting for over £99k in 2013. The company is associated with Mercedes Benz sales.
- 4.8. Of the top 50 business in terms of revenue with an East Herts registered address in East Herts, 32% operated in Wholesale, 24% were in Manufacturing and 14% were in Administrative & Support Service Activities. The top manufacturing firms produce beer (McMullens & Sons), plastics (Fluorocarbon Group), chemical products (WH Palmer and Co), machinery (Hayter Ltd.) and lighting (C U Phoso).
- 4.9. At business consultations in Hertford, Ware and Bishop's Stortford, key issues raised by businesses were²⁶:
- The decline in retail in the town centre means reduced footfall in the town centres, which impacts all other daytime operating businesses including banks and legal services.
 - There is a need for greater marketing of the area.
 - Business rates are too high.
 - There should be more support for business start-ups.
 - A greater level of business engagement is required.
 - Infrastructure needs to be improved – road, rail, parking and broadband.
 - The visitor economy is vital to businesses.

²⁶ East Herts Business Breakfast Consultation – Hertford 12 June 2015

Breakdown of Most Common Active Businesses by Sector²⁷

	Registered address in East Herts
Professional, scientific and technical activities (M) (#)	1312
Administrative and support service activities (N) (#)	1070
Construction (F) (#)	954
Information and communication (J) (#)	821
Wholesale and retail, including motor trades (G) (#)	600
Activities of households as employers (T) (#)	578
Other service activities (S) (#)	483
Real estate activities (L) (#)	457
Manufacturing (C) (#)	403
Public admin, education and health (O-Q) (#)	389

Breakdown of Top 50 Businesses (Annual Turnover) by Sector²⁸

	Registered address in East Herts
Wholesale and retail, including motor trades (G) (#)	16
Manufacturing (C) (#)	12
Administrative and support service activities (N) (#)	7
Professional, scientific and technical activities (M) (#)	6
Construction (F) (#)	3
Financial and Insurance Activities (K) (#)	3
Transportation and Storage (H) (#)	1
Information and communication (J) (#)	1
Arts, entertainment and recreation (R) (#)	1

²⁷ FAME Businesses Database – Accessed 11/12/2014

²⁸ FAME Businesses Database – Accessed 11/12/2014

5. Town Centres

- 5.1. Bishop's Stortford is the district's most important employment location, due to its proximity to the M11 and Stansted Airport²⁹
- 5.2. Hertford and Ware provide the bulk of employment stock but the towns are not considered by the market as prime commercial property locations. The employment stock serves much more of a local market than Bishops Stortford.
- 5.3. The weaknesses that town centres face are poor road links, limited parking and a dated pre-1940 stock of office space, which means the area is less attractive to many modern businesses.
- 5.4. The low demand for office space reinforces the low quality of stock, forming a further barrier to attracting businesses to the district.
- 5.5. In the Employment Land Review, most estates were ranked amber, which means they would benefit from some refurbishment, signage and branding.
- 5.6. Predicted structural change up to 2021 suggests a reduced demand for B2 (general industry), but an increased demand for B1 (offices, R&D) and B8 (warehousing, distribution). Some B2 sites could be potentially be redeveloped to make place for B1 sites, depending on the location and attractiveness of sites.
- 5.7. At business consultations, businesses identified that the decline in retail in place of a rise in the hospitality industry means the footfall in towns during the day is decreasing. This impacts other day-time operating businesses. It was suggested that increasing the number of events and community initiatives in towns would benefit towns.³⁰
- 5.8. It should be noted that the net in-flow of commuters for East Herts is a negative value (-14,020). The sectors residents work in are generally 9-5 jobs; this would mean that the district has a greater night-time population than day-time population. Therefore, businesses that operate outside of 9-5 hours, such as restaurants and pubs, will have access to a greater population of potential customers.

²⁹ East Herts Employment Land Review Update 2013

³⁰ East Herts Business Breakfast Consultation – Hertford 12 June 2015

6. The Rural Economy (Eastern Plateau)

- 6.1. East Herts is currently part of a Rural Economic Development Programme (RPDE) with Uttlesford, Epping Forest and North Herts councils. 'The Eastern Plateau' is the rural area of the four districts, comprised of small towns, villages, arable farmland, pasture, woodlands and undulating hills. The area excludes larger towns in the districts. This section shall refer to the Eastern Plateau as a whole rather than the sole rural sections of East Herts.³¹
- 6.2. The Eastern Plateau has a population of 148,330, making it a very sparsely populated area. The impact of this, combined with poor road networks, is that business networks will be more difficult to sustain without intervention or assistance. Additionally, professional services such as banks, accountancy and legal services, which are vital for business growth, are less accessible.
- 6.3. The economy has faced a slow rate of growth over the past decade, particularly in East Herts.
- 6.4. The economic output (GVA) per head across Eastern Plateau is lower than average for England.
- 6.5. There 218,000 jobs in 2012, which is a decline of nearly 5% since 2005. The county of Hertfordshire faced a rise over this period. There was a recovery in jobs between 2010 and 2012, except North Herts saw a further decline in jobs.

³¹ Eastern Plateau, Local Development Strategy, Eastern Plateau Programme 2015 - 2020

- 6.6. The Eastern Plateau is an entrepreneurial area with 54.4 enterprises per 10,000 residents. This is significantly higher than the national average of 38.7 enterprises per 10,000 residents. Business survival rates are similar to national levels.
- 6.7. There's a greater reliance on small enterprises for employment. Micro businesses with less than four employees account for 12.3% of total employment in the area, compared with 7.3% nationally.
- 6.8. Only 31.2% of employment in the area is in large enterprises with 1,000 or more workers, compared with 46.5% nationally.
- 6.9. There's a greater rate of self-employment in the district, with 13.6% of the working age population of the Eastern Plateau self-employed, compared with 9.9% nationally.
- 6.10. Small rural businesses face a challenge to compete with larger urban businesses to deliver quality, cost and customer services.
- 6.11. Agriculture & horticulture, manufacturing, constructing, accommodation & food service activities and professional, scientific & technical activities are more important sectors in the Eastern plateau than they are nationally.
- 6.12. The Eastern Plateau faces the same issues as East Herts in terms of its ageing population. The Eastern Plateau saw a greater level of ageing population than nationally. This is further forecast to be the case, which will result in the proportion of the working age population in the area falling.
- 6.13. The working age population is expected to grow at a similar level to previous years. However, the number of young people in the district is forecast to grow much faster. This will bring in new potential labour force.

7. The Visitor Economy

- 7.1. The main attractions in East Herts are Paradise Wildlife Park and the Henry Moore Foundation.
- 7.2. In 2014, the total number of trips to East Herts was 224,000, of which 171,000 were from UK residents and 52,000 were from overseas visitors.³²
- 7.3. Visitors spent a total of 1,298,000 nights were spent in East Herts, of which 843,000 were from UK residents and 455,000 were from overseas visitors.
- 7.4. Total expenditure on visits to East Herts was over £197,341,000. An increase on 10% of the previous year.
- 7.5. Over £64,000,000 of this was on overnight stays and over £132,000,000 on day trips.
- 7.6. Of those visiting East Herts for overnight stays, 46% were for holidays, 32% were for visits to friends or relatives and 19% were on business. The split is different for UK residents and overseas visitors, where many more overseas visitors than UK residents were on visits to friends or relatives (48% against 27%) and less overseas visitors were spending holidays in the district compared with UK residents (26% against 53%).

³² Economic Impact of Tourism, East Herts District 2013 Results.

7.7. For overnight stays, serviced accommodation such as hotels and bed & breakfasts accounted for 30% of all accommodation. This made it the most important of all paid accommodation, accounting £13,454,000 worth of spending in 2013, which is 36% of all spending on accommodation.

7.8. Despite accounting for only 19% of overnight stays, business trips accounted for 28% of all overnight trip expenditure (£16,974,000).

7.9. As a breakdown of the total expenditure on visits to East Herts (£197,341,000):

- 35% was on food and drink
- 30% was on shopping
- 13% was on travel
- 12% was on attractions
- Only 9% was on accommodation.

7.10. Hence, the visitor economy is much more reliant on local day visitors than holiday makers. Accommodation plays a small role in the overall picture.

7.11. However, accommodation expenditure is the greatest expense of those taking overnight trips, accounting for 29% of overnight expenditure.

7.12. The retail offer and hospitality services play an important role in the East Herts visitor economy.

Appendix – Business Consultations

East Herts arranged business consultations with businesses in the towns of Hertford, Ware and Bishop's Stortford. The following sections of this evidence pack contain the notes from these sessions.

Unless expressed otherwise, the issues discussed and the priorities listed are representative views of business in attendance and are not necessarily the view of the Council.

HERTFORD BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

12 JUNE 2015

Background

Mary Sykes (acting on behalf of Herts Chamber of Commerce) had been asked by East Herts Council to organise consultations with local businesses to inform the Council's new Economic Development Strategy. A meeting had already taken place in Hertford with another planned for Bishop's Stortford in early October. Mary had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Issues discussed

There should be more promotion of businesses from East Herts Council. There is not enough excitement from the council. Certain areas of the town, particular on the outskirts of the town centre, get less attention.

There has been a loss of community focus in Hertford. More should be done to support the daytime economy of town. The retail offer in Hertford is poor and this ultimately affects the daytime footfall in business. Daytime events, including more regular market events, could be run again.

Business rates are high in the town.

East Herts should hold more frequent market events in town.

Diversity of businesses is low. There is a problem getting skilled people into jobs, particularly for manufacturing.

Summary of priorities identified

- Support business networks in the town and encourage in-town investment from businesses
- Support business proposals where they add value to the local community (e.g. town events) – could there be funding support for this?
- Develop the job market for young people – more apprenticeships, graduate schemes, development opportunities. Work experience and apprenticeship opportunities in East Herts?
- Hold more events in the town and publicise external events held.
- Consider lowering business rates?
- Better parking and transport in the town?
- Invest in under-utilised areas of town?
- Greater investment in skills

BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

14 SEPTEMBER 2015

Background

Mary Sykes (acting on behalf of Herts Chamber of Commerce) had been asked by East Herts Council to organise consultations with local businesses to inform the Council's new Economic Development Strategy. A meeting had already taken place in Hertford with another planned for Bishop's Stortford in early October. Mary had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Councillor Gary Jones attended the consultation. He is Executive Member for Economic Development and is leading the work on the new strategy on behalf of the Council and its newly established Executive Committee.

Issues discussed

The meeting covered a wide range of key issues summarised below. There was significant discussion about how young people need to be better equipped for the world of work and about the pressure that schools exert on their students to achieve examination grades and go to University. Vocational skills were considered important.

Lots of positives concerning the district were identified. Small business rate support initiatives were considered beneficial.

High levels of out-commuting, particularly to London, was a characteristic of the district, as well as changing town centres and a thriving evening economy in the towns. The district itself tended to lack a clear identity but is to an extent defined by North to South corridors.

It was felt that East Herts Council and other public bodies should seriously engage with business on a regular basis. The Council and its partners (e.g. the Local Enterprise Partnership and the Herts Chamber of Commerce) are in a good position to signpost businesses to a range of provision.

Summary of priorities identified

- A pressing need for the right blend of workforce skills and qualities
- Support for apprenticeships and a recognition that Higher Education does not necessarily equip graduates with the work or life skills needed in the workplace
- Higher Education (particular emphases was secondary schools, their staff and careers advisors working with local businesses but this may be difficult because of financial incentives put to schools for keeping students in at A levels vs out at industry/apprenticeships)
- Improved Broadband provision in specific areas
- Access to business advice and support including grant provision and access to finance
- Inward investment, the employment land stock, the need for grow-on space and the attraction of new business to the district
- The importance of the visitor economy and the need for destination management
- The importance of East Herts as an excellent place to live and work
- Marketing East Herts should be joined up with the whole of the County. Residents and local businesses do not refer to their 'East Herts' locality when referring where based but rather 'North of London'
- Better communication for businesses about opportunities available e.g. from the Local Enterprise Partnership, the Growth Hub
- Recognition that the East Herts economy is largely of businesses employing less than 10 people
- The need for the Council to engage directly with local business on a regular basis and in a variety of ways including networking meetings, e-mail updates and new media

BUSINESS BREAKFAST MEETING

NOTES FROM CONSULTATION

13 OCTOBER 2015

Background

Janine Garner (acting on behalf of East Herts Council) had been asked to organise a consultation with local businesses to inform the Council's new Economic Development Strategy. Meetings had already taken place in Hertford and Ware and with representatives from Herts Chamber and the federation of Small Business. Janine had used her wide network of contacts to invite businesses to the breakfast meeting.

Paul Pullin (Economic Development Manager, East Herts Council) explained that EHC is seeking a light of touch, informal dialogue to help identify key priorities for the districts economy that will form the foundation of the strategy.

Councillor Gary Jones attended the consultation. He is Executive Member for Economic Development and is leading the work on the new strategy on behalf of the Council and its newly established Executive Committee.

Issues discussed

The meeting covered a wide range of key issues summarised below. There was significant discussion about the importance of more collaborative working with Hertfordshire County Council, Uttlesford District Council and Essex County Council. Bishops Stortford is perceived as slightly isolated from the rest of Hertfordshire due to poor road infrastructure linking the town to the West; business growth in the town is much more reliant on Essex to the East and other neighbourhoods along the M11 corridor. There was discussion around East Herts District Council undertaking a lobbying role as well as a service delivery role.

Incubator space for the town could be improved and it was suggested that a feasibility study should be undertaken for additional incubator space, looking beyond the East Herts district boundary. We should draw on the energy of young entrepreneurs to bring in results

It was felt that East Herts Council and other public bodies should engage with businesses on a more regular basis. The Council should work more closely with the Herts Chamber of Commerce and Bishops Stortford Chamber of Commerce, as well as neighbouring councils to deliver broader outcomes. Initiatives such as the Growth Hub can bring value to businesses but it requires greater promotion from the council and its partners. There are a number of marketing strands for businesses in the town that could all be brought in together.

Summary of priorities identified

- There should be greater partnership working with Herts County Council, Essex County Council and Uttlesford District Council to deliver economic objectives.
- East Herts should undertake a greater lobbying role in improving infrastructure vital for business growth. (E.g. For broadband coverage, improvements to A120).
- There should be greater transparency on what each council is responsible for
- There's a big opportunity around skills and a need to work more closely with local colleges to deliver.
- Employment land needs improving.
- Parking in the town needs to be reviewed – Residents CPZ is not business-friendly.
- There's a need for more incubation space in the town for start-up businesses.
- Investigate partnerships with University of Cambridge and University of Hertfordshire to bring in new businesses.
- Collaborate with partners to take a joined-up approach to marketing of all Hertfordshire.
- Work harder to engage businesses in the growing manufacturing sector.
- Increase business engagement with retail.
- Investigate business improvement bids for Rainham Road area.
- Ensure Growth Hub is appropriately marketed to those businesses that can benefit from it.

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