

## 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
<b>Service Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership</b>			
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
<b>Service Outcome ESL01: Develop and provide facilities which meet the strategic and longer term operational needs of the council</b>			
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. <b>Milestones:</b> 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
<b>Service Outcome ESL02: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives</b>			
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. <b>Milestones:</b> 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
<b>Service Outcome CSH9: Improve public wellbeing and deliver cost effective public health</b>			
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
CSH9.2 Identify or build new partnerships and projects that meet Local Public Health priorities and are financially attractive for attracting future funding/ commissioning.	Delivery of projects that tackle mental health (jointly with HCC' Public Health function)	March 2017	Environmental Health Promotion Officer

Corporate Priority: Improve the health and wellbeing of our communities			
Outcome: Support for our vulnerable families and individuals			
Driver	Measure	Deadline	Lead Officer
<b>Service Outcome HO1: Prevent homelessness and sustain tenancies</b>			
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. <b>EHPI 151</b> – Number of homeless households living in temporary accommodation at the end of the quarter. <b>EHPI 152</b> – The number of applicants accepted as owed the main homelessness duty to secure accommodation. <b>EHPI 153</b> – Number of applicants that presented to the council as homeless. <b>NEW EHPI</b> – Number of prevented homeless applications.	March 2019	Manager of Housing Services
<b>Service Outcome RB3: Deliver Housing Benefit and Council Tax Support</b>			
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 <b>EHPI 181</b> – 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
<b>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</b>			
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 (£). <b>Milestones:</b> 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
<b>Service Outcome BD3: Supporting the rural economy</b>			
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	<b>NEW EHPI</b> – Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s)	May 2016	Economic Development Manager
<b>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</b>			
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. <b>NEW EHPI</b> – Percentage of service accessible via digital channels	June 2016 – June 2018	Customer Service Manager

Driver	Measure	Deadline	Lead Officer
<b>Service Outcome IPCS5: To continuously improve access to services in a way suited to our customers, not limited by our organisational structure</b>			
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
<b>Service Outcome IPCS6: To improve efficiency and satisfaction through a website that encourages use of digital services, especially self-service</b>			
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

<b>Corporate Priority: Enhance the quality of people's lives</b>			
<b>Outcome: Attractive and clean places</b>			
Driver	Measure	Deadline	Lead Officer
<b>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</b>			
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. <b>Milestones:</b> Bid Submission – Stage1. Development Phase. Implementation Phase.	August 2016 2017 – 2018 2019 – 2020	Environment Manager – Open Spaces
<b>Service Outcome ESL04: Work with partners to manage environmental crime</b>			
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. <b>Milestones:</b> 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
<b>Service Outcome CSH5: Bring Empty Homes back into use</b>			
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
<b>Service Outcome PBC1: Progress to the completion of the District Plan to provide a robust and effective planning policy framework for the district</b>			
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 <b>EHPI 159</b> – Supply of ready to develop housing sites achieved. Target for <b>EHPI 154</b> – Net additional homes provided.	June 2016 March 2017 March 2017	Planning Policy Manager
<b>Service Outcome PBC2: Efficient and effective decision making in relation to significant and key development proposals to ensure delivery of housing and appropriate infrastructure</b>			
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 <b>EHPI 157a</b> – Processing of planning applications: Major applications.	Ongoing	Development Manager
<b>Service Outcome HO2 and BD8: Increase the availability of affordable housing</b>			
HO2.1 Support and maximise the provision of additional appropriate affordable housing in association with developers and registered providers.	Target for <b>EHPI 155</b> – Number of affordable homes delivered. <b>NEW EHPI 149</b> – 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
<b>Service Outcome BD2: Enabling entrepreneurs and business start ups</b>			
BD2.2 Review business start-up provision and identify further opportunities to improve support to new businesses.	<b>NEW EHPI 5.7</b> – 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
<b>Service Outcome BD3: Supporting the rural economy</b>			
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
<b>Service Outcome BD5: Supporting the visitor economy</b>			
BD5.1 Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains.	<b>NEW EHPI 11.6</b> – 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
<b>Service Outcome BD4 and PBC5: Vibrant Town Centres</b>			
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
<b>Service Outcome BD6: Lobbying for the right infrastructure</b>			
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.			

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
<b>Service Outcome SF3: Maximise yield from the Council's investment portfolio whilst protecting the security of the Council's assets</b>			
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
<b>Service Outcome SF7: The property portfolio supports the council's objectives</b>			
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
<b>Service Outcome SBTS1: ICT systems are maximised to their full potential and strong ICT knowledge and skills, structures and governance mechanisms are in place</b>			
SBTS1.1 Deliver the milestones for 2016/17 set out in the four year ICT Strategy.	<b>EHPI 9.8</b> – Delivery of Key Milestones in the ICT Strategy	March 2017	Head of Business & Technology Services
<b>Service Outcome CEC5: More engaged and better informed residents, businesses, communities and workforce</b>			
CEC5.1 Review and deploy new communication technologies and methods.	Support member and officer working group on new ways of communicating. <b>NEW EHPI</b> – Digital media transactions (twitter and gov delivery)	March 2017	Communications Manager
<b>Service Outcome GRM4: Effective governance arrangements in place</b>			
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
<b>Service Outcome HROD1: Effective, efficient automated and streamlined HR service</b>			
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. <b>EHPI 12a</b> – Number of short – term sickness absence days per FTE staff in post. <b>EHPI 12b</b> – Number of long – term sickness absence days per FTE staff in post. <b>EHPI 12c</b> – 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
<b>Service Outcome HROD3: Investors in People (IIP) Silver Standard achieved</b>			
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
<b>Service Outcome RB1: Council tax collection targets achieved</b>			
RB1.1 Maximisation of in-year council tax collection.	Target for <b>EHPI10.2</b> – Council tax collection, % of current year liability collected achieved.	March 2017	Head of Revenues and Benefits
<b>Service Outcome RB2: Business rate collection targets achieved</b>			
RB2.1 Maximisation of in-year Business Rates collection.	Target for <b>EHPI10.4</b> – 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
<b>Service Outcome HO1: Prevent homelessness and sustain tenancies</b>			
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
<b>Outcome CEC2: Support the development of the council's community leadership role through engagement, promotion and partnership</b>			
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
<b>Service Outcome CEC1: Continue to develop Hertford Theatre's cultural offer and seek to decrease net subsidy</b>			
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
<b>Service Outcome CSH6: Robust flood prevention strategies in place</b>			
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
<b>Service Outcome ESL05: Further develop and enhance waste delivery service</b>			
ESL05.1 Develop a Shared Service for Waste and Street Cleansing with North Herts District Council.	Efficiency savings delivered. <b>Milestones:</b> 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
<b>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</b>			
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
<b>Service Outcome RB4: Provide greater access to services</b>			
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
<b>Service Outcome CEC3: work to improve the Stort river and canal side amenity within the Destination Stort partnership</b>			
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
<b>Service Outcome PBC3: Introduction of revised Planning Enforcement to ensure effective planning enforcement</b>			
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: <b>NEW – EHPI TBA</b> – Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date' <b>NEW – EHPI TBA</b> – Percentage of site visits undertaken in relation to all other cases within 15 workings days of 'start date' <b>NEW – EHPI TBA</b> – 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
<b>Service Outcome CEC4: Lead on town centre shared space initiative</b>			
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
<b>Service Outcome IPCS 1: Efficient and effective off-street parking services for the benefit off East Herts residents, businesses and visitors</b>			
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 <b>EHPI 7.2</b> – Turnaround of PCN Challenges and Representations achieved. Target for <b>EHPI 7.3</b> –Number of parking appeals upheld or % of appeals to the Traffic Penalty tribunal that are upheld achieved.	March 2017	Parking Manager
<b>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</b>			
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