

## 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	April – September Progress
<b>Service Outcome HH18: Support the development of the council's community leadership role through engagement, promotion and partnership</b>				
HH18.1 Provide sport activities for over 50s in our towns and villages through the 'Forever Active' East Herts programme.	<b>EHPI 140</b> – Number of over 50s participating in 'Forever Active' programme.	31 March 2019	Engagement and Partnership Team Leader	Action On Target. To date we have 40 venues that are running classes or are in the pipeline. In the three months April – June 2016, 283 people took part in Forever Active activities. We anticipate exceeding our annual target of 854 by some considerable margin.
<b>Service Outcome O1: Develop and provide facilities which meet the strategic and longer term operational needs of the council</b>				
O1.1 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 Sports and Physical Activity Strategy approved Options appraisal Approved Strategy on future direction of our two centres and joint use pools Contract procurement New contract starts	June 2016 ✓ July 2016 ✓ June 2017 February 2017 July 2017 July 2017 January 2019	Head of Operations	Action On Target. Direction of travel for facility developments and leisure management contract approved by Executive in July 2016. Work commencing on procuring consultants to carry out an options appraisal to determine future business model. The Task and Finish group are now developing a Sports and Physical Activity Strategy to inform the programming of facility activity and the wider contribution of physical activity on health and wellbeing.
<b>Service Outcome O2: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives</b>				
O2.1 Invest in our parks and open spaces to encourage health and fitness 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.	March 2017	Environment Manager – Open Spaces	Action On Target. Work has been started with Countryside Management Service to draft a Hertford Castle management plan to explore improvements for: - Play area access and facilities - Ashley Webb shelter - Garden Mound - Planting trees and shrub beds This piece of work will initiate discussions regarding the future direction of work for Hertford Castle Gardens in partnership with the Town Council.

Driver	Measure	Deadline	Lead Officer	April – September Progress
	New play area and footpath improvements at Grange Paddocks.	March 2017		<p>The following work has taken place to date:</p> <ul style="list-style-type: none"> <li>• Desktop assessment of play area and access (June 2016)</li> <li>• Site meetings to explore location (July 2016)</li> <li>• Public engagement with residents and key stakeholders (Aug 2016)</li> <li>• Construction of a new play area and footpath improvements will take place by November 2016.</li> </ul>
	Continue process to deliver connected links between open spaces.	March 2017		<p>The Parks and Beyond project to link open spaces in Bishop's Stortford is now complete. Through improved walking paths and new signage residents now have clear information connecting 5 Open spaces/walking routes across Bishop Stortford. Local volunteers will assist in installing the boards and leaflets will be distributed by October 2016. An open day inviting residents and key stakeholders took place on 23 September 2016.</p>
	Improve Hartham Common by:			<p>Project to improve entrance area on hold to review wider implications of leisure facilities strategy in relation to Hartham Leisure Centre. The new play area at Hartham Common is due for consideration in 2017/18 pending this year's design project.</p>
	<ul style="list-style-type: none"> <li>a) Commissioning initial stages of a project to improve Hartham Common entrance area.</li> <li>b) Delivering a new destination play area at Hartham Common.</li> </ul>	TBC		<p>HLF grant funding is due for consideration for Pishiobury Park in 2017/18.</p>
	Seek grant funding from Heritage Lottery fund (HLF) to commission an archaeological and access project at Pishiobury Park, Sawbridgeworth.	March 2018		
	Deliver car park, footpath improvements & health/play facilities at Bishops Park.	March 2018		<p>The car park, footpath improvements &amp; health/play facilities at Bishop's Park are under way. Officers have engaged with HCC highways and rights of way colleagues to inform the design to ensure safe access through the park. A public engagement process will be carried out in October 2016 to gauge public support for the access changes and to obtain feedback to choose appropriate equipment for an older children's play area. Works will then be undertaken by February 2017</p>
	Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.	March 2018		<p>The Presdales project is on target for completion by March 2018.</p>

Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome HH9: Improve public wellbeing and deliver cost effective public health</b>				
HH9.1 Implement the Wellbeing Dementia Project in order to increase the quality of life for those diagnosed with dementia and their carers.	<p>Number of recipients of assessment visits; target 210 – for two years 2015/16 &amp; 2016/17 inclusive</p> <p>Number of low cost high impact measures delivered; notional target 210 – for two years 2015/16 &amp; 2016/17 inclusive.</p> <p>Number of recipients receiving higher cost measures facilitated through the scheme – monitoring only, no target set.</p>	March 2017	Environmental Health Manager – Residential	<p>The cumulative target is 210 assessments carried out in 2015/16 – 2016/17 inclusive.</p> <p>At the beginning of September 2016,:</p> <ul style="list-style-type: none"> <li>The cumulative number completed was 97. The rate of assessments being carried out will need to increase to achieve the target</li> <li>The cumulative number of low cost/high impact measures carried out totalled 174 – this is in line with the target set</li> <li>Three higher cost measures have been delivered.</li> </ul> <p><b>Case Study 1: Mr and Mrs Smith [not real names]</b></p> <ul style="list-style-type: none"> <li>Mr Smith has the early stages of Dementia and Huntingdon's. Interventions include:</li> <li>Name plates on all doors within the house to alleviate confusion</li> <li>LED lights and glow-in-the-dark tap around doors and light switches, notably the bathroom, to aid getting around at night</li> <li>Identification of day care and carer support.</li> </ul> <p><b>Case Study 2: Mr and Mrs Khan [not real names]</b></p> <ul style="list-style-type: none"> <li>Mr Khan experiences a severe need to hoard which is causing a fire risk and stress and anxiety to him and his wife. Interventions include:</li> <li>Installation of fire alarms by the Fire Service to reduce the risk of harm due to fire</li> <li>Installation of a careline alarm, primarily to alleviate carer stress</li> <li>Referral to social services.</li> </ul>
HH9.3 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	Action to be deleted. This action was originally identified as part of the priority setting for allocating the Members matched funding. A thorough review of the Council's activities regarding the promotion of health and wellbeing commenced in August 2016. It is anticipated that this will inform a more strategic approach to grant giving and joint working with partners from quarter 4 2016/17 onwards.

Corporate Priority: Improve the health and wellbeing of our communities				
Outcome: Support for our vulnerable families and individuals				
Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome HH16: Prevent homelessness and sustain tenancies</b>				
HH16.4 Implement the Homeless Strategy, focusing on providing appropriate and timely housing advice to prevent homelessness.	<p>Number applicants prevented from becoming homeless by the proactive intervention of the Housing Service.</p> <p><b>EHPI 151</b> – Number of homeless households living in temporary accommodation at the end of the quarter.</p> <p><b>EHPI 152</b> – The number of applicants accepted as owed the main homelessness duty to secure accommodation.</p> <p><b>EHPI 153</b> – Number of applicants that presented to the council as homeless.</p> <p><b>NEW EHPI 150</b> – Number of prevented homeless applications.</p>	March 2019	Housing Manager	Action On Target. Strategy tracked through the indicators. No indicator causing concern or off track. Indicators are trend only and are monitored through Leadership Team and Corporate Business Scrutiny.
<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	Action Achieved. Universal credit successfully introduced in February 2016, working closely with Department of Work and Pensions (DWP) & Citizens Advice Bureau (CAB). As at September 2016 universal credit roll out continues slowly. Working closely with DWP & CAB to support customers through transition.
RB3.1 Process new housing benefit claims and changes in circumstances within 10 working days	<b>EHPI 181</b> – Time taken to process Housing Benefit new claims and change events achieved.	March 2017	Head of Revenues and Benefits	Action On Target. As at 30 September 2016 the cumulative performance is 8.23 days well within target.

Corporate Priority: Improve the health and wellbeing of our communities				
Outcome: Communities engaged in local issues				
Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome O3: 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>				
O3.1 Work with local community groups to develop community energy schemes in East Herts.	<p>Number of community groups delivering local energy projects.</p> <p>Actual measure of energy generated (kWhrs) and reinvestment (£).</p> <p><b>Milestones:</b></p> <p>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.</p>	March 2018	Environmental Strategy and Development Manager	<p>Action On Target.</p> <ul style="list-style-type: none"> <li>• A report setting out progress made and future programme of delivery will be presented to Leadership Team in October 2016. Some Initiatives undertaken to date:</li> <li>• A Community Energy Network has been established – meeting every 2/3 months. This network aims to promote the understanding and benefits of community energy schemes. Aiming to bring together groups wishing to progress/understand community energy schemes.</li> <li>• 3 community energy scheme sites now installed (September 2016) in East Herts, through local people raising approximately £98,000 share capital to install solar panels, generating capacity of 58kWhrs. Sites include: <ul style="list-style-type: none"> <li>○ Mill Mead School</li> <li>○ Hunsdon JMI near Ware</li> <li>○ Morgans Primary, Hertford</li> </ul> </li> <li>• Draft information “toolkit” on community energy sign posting out for consultation with key stakeholders</li> <li>• 1 December 2016 – Presentation planned to East Herts Village Hall Conference – on opportunity and benefits of community energy for village/parish halls and community buildings.</li> <li>• Discussion underway with LEP to identify possible funding for a potential community energy and business scheme.</li> </ul>

Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome CSP13: Supporting the rural economy</b>				
CSP13.2 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>EHPI 5.11</b> – Percentage of superfast broadband accessibility in the district (defined as over 30 Mb/s)  Raise awareness locally about additional options available for super-fast broadband.	May 2016 ✓	Economic Development Manager	Action On Target. This process has been supported by one of the council's graduate trainees. The main delivery mechanism for improved broadband is provided through the HCC and Bucks CC contract with BT - the Connected Counties Programme. However, the council has put together a fact sheet on all the options available and shared this with all Members and key partners including parish councils. This information was also publicised in Link magazine. East Herts will continue to monitor progress with Connected Counties and support rural areas in need of information around other options (e.g. Gigaclear).
	<b>NEW MILESTONE:</b> Support ward councillors in rural areas to facilitate delivery of super- fast broadband and continue marketing the options available to maintain interest.	May 2017	Economic Development Manager	Action On Target. Queries have been received from the Hertford Heath and the Letty Green areas. Further support will be provided to help raise local interest in options other than Connecting Counties.
<b>Service Outcome CSP3: 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>				
<b>NEW D1:</b> Develop a new Target Operating Model (TOM) for the Council that will deliver an improved digital offer for our customers. Undertake process reviews to ensure that our digital offer is efficient, effective and responsive	Increased digital access for our customers, process reviews of our key services to ensure that services are delivered to most effective digital standards and embracing new technology to shape our customer service offer	June 2016-June 2018	Director	Action On Target: <ul style="list-style-type: none"> <li>Engaged external consultants, in conjunction with Stevenage, to develop TOM as well as design a sustainable approach to reviewing our processes</li> <li>Draft terms of reference for Digital East Herts steering group agreed and first meeting held</li> <li>Workshop held with Leadership Team to scope out the guiding principles of a new TOM.</li> <li>Work underway on pilot projects to deliver process reviews and improving customer access</li> </ul>
CSP3.1 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>EHPI 5.10</b> – Percentage of service accessible via digital channels	June 2016 – June 2018	Customer Service Manager	Action under review pending development of the TOM – no progress on actions as yet. The TOM will help determine where these projects fit into the wider Digital East Herts programme. As at September 2016 47% (54 out of 114) of our key services (as defined by a SOCTIM study) are accessible via a digital channel.

Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome CSP4: To continuously improve access to services in a way suited to our customers, not limited by our organisational structure</b>				
CSP4.3 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	Action On Target. The telephone improvement project phase 2 is on target.
CSP4.4 Provision of efficient, effective face to face services ensuring customers can access the services they need as quickly as possible when visiting our offices.	Customers having access to services when visiting our offices.	July 2016 ✓	Customer Service Manager	Action Achieved. Desktop machines have been placed in Hertford and Bishop's Stortford to allow customers to access information over the internet. However Digital East Herts will assist in making sure as many issues as possible can be resolved at first point of contact.
	Re-configuration of physical Customer Service Centres to support assisted digital self-service and encourage channel shift. Proposals for technology and physical environment.	July 2017	Customer Service Manager	Action On Target. However only minor improvements have been made the physical environment (such as booths being placed in reception to enable customers to have more private conversations). Further improvements to the overall customer experience will be considered through the Digital East Herts programme.
<b>Service Outcome CSP5: To improve efficiency and satisfaction through a website that encourages use of digital services, especially self-service</b>				
CSP5.1 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	Action On Target. As part of the Digital East Herts project we are reviewing the website and intranet and any significant changes in the medium to long term will be addressed as part of that project. However in the short term a number of improvements have been made including revising content on Business Rates, Council Tax and Hertford Theatre pages. New templates for the website will be also be implemented in late September.

Corporate Priority: Enhance the quality of people's lives				
Outcome: Attractive and clean places				
Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome O2 and O6: Deliver improvements to specific open spaces in accordance with the Parks and Open Spaces Strategy and Health and Wellbeing Objectives</b>				
O6.1 Deliver successful Heritage Lottery Fund (HLF) Stage 1 bid for Waytemore Castle, Bishop's Stortford.	<p>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.</p> <p><b>Milestones:</b>            Bid Submission – Stage1.            Development Phase.            Implementation Phase.</p>	<p>August 2016 ✓            2017 – 2018            2019 – 2020</p>	Environment Manager – Open Spaces	<p>Action On Target.</p> <ul style="list-style-type: none"> <li>• Formal stakeholder meetings have been held chaired by the Executive Member for Environment and Public Spaces.</li> <li>• A public engagement exercise was completed at the Bishop's Stortford Town Council carnival in July 2016 to introduce the initial plan.</li> <li>• Draft application pitched to HLF officers in early Aug 2016.</li> <li>• Final bid was submitted at the end of Aug 2016 with support from Countryside Management Service (CMS).</li> <li>• HLF board will meet and assess in December 2016 to decide whether this will be one of the applications which they will take forward to the development stage in 2017.</li> </ul>
<b>Service Outcome O4: Work with partners to manage environmental crime</b>				
O4.1 Implement the Council Environmental Crime Strategy and associated Public Space Protection Orders (PSOPs).	<p>Raised awareness of effects of environmental crime; its impact on the environment and penalties for offenders.</p> <p><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.</p>	<p>March 2017</p> <p>March 2016 ✓            August 2016 ✓            February 2016 –            March 2017</p>	Environmental Inspection Team Manager	<p>Action On Target.</p> <ul style="list-style-type: none"> <li>• Environmental Crime Strategy and PSPOs approved by the Executive in March 2016.</li> <li>• The new Public Space Protection Order commenced May 2016. Publicity undertaken on new measures and responsible dog ownership which included an article in the summer issue of Link magazine. The powers cover:               <ul style="list-style-type: none"> <li>○ Dog Fouling</li> <li>○ Dogs on leads when directed</li> <li>○ Dogs on leads in specific areas</li> <li>○ Dog exclusion in specific areas</li> <li>○ Walking more than 4 dogs</li> <li>○ Failing to produce a receptacle for picking up dog faeces</li> </ul> </li> <li>• Failure to meet requirements could lead to a £100 fine or prosecution.</li> <li>• Leaflets and Signs were produced to inform public on new PSPOs.</li> <li>• In addition a Non Key Decision Report regarding a pilot project for using a contractor to issue fixed penalty notices for litter/dog fouling was agreed in Aug 2016. Project planning on the launch of this work is currently taking place.</li> </ul>



Driver	Measure	Deadline	Lead Officer	April – September Progress
				<ul style="list-style-type: none"> <li>Further work on fly tipping has taken place in conjunction with the Herts Fly tipping Group in Autumn 2016 – the partnership has agreed a fixed penalty of £300 with a discount of £100 for early payment. This currently being developed as a non-key decision.</li> </ul>
<b>Service Outcome HH5: Bring Empty Homes back into use</b>				
HH5.1 Work with owners to return empty properties back into use.	Number of empty homes reoccupied – <b>EHPI 64</b> – Vacant dwellings returned to occupation or demolished.	March 2017	Environmental Health Manager - Residential	<p>Action On Target. Likely to achieve the annual target of 10. At beginning of September 2016:</p> <ul style="list-style-type: none"> <li>549 empty properties are in listed on the Empty Homes Officer’s work programme</li> <li>The owners of 471 empty properties have been contacted since April 2016 (102 by Housing and Health and 369 by Council Tax)</li> <li>Six properties have been brought back to use so far in 2016/17 (three are fully verified as back in use, three are undergoing final verification)</li> <li>Three further properties are in the process of undergoing works funded with loans or with detailed advice</li> <li>One CPO is progressing</li> <li>It is projected that at least 10 empty properties will be brought back into use in 2016/17 (this is the current target).</li> </ul> <p>An additional ½ FTE Empty Homes Officer is being recruited. The interviews are taking place w/c 19 September. This will increase capacity.</p>

Corporate Priority: Enhance the quality of people's lives				
Outcome: Future housing development meeting the needs of the district				
Driver	Measure	Deadline	Lead Officer	April – September Progress
<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.	<p>Progress to publication of pre-submission version of District Plan (agreed at Executive and Council)</p> <p>Complete consultation on pre-submission version of District Plan.</p> <p>Submission of Plan to Planning Inspectorate for Examination</p> <p>Ensure the council meets government requirements for the plan to be published by early 2017.</p> <p>Target for <b>EHPI 159</b> – Supply of ready to develop housing sites achieved.</p> <p>Target for <b>EHPI 154</b> – Net additional homes provided.</p>	<p>September 2016</p> <p>December 2016</p> <p>March 2017</p> <p>March 2017</p>	Planning Policy Manager	Action On Target. Action remains on target reports submitted to the Executive Panel meetings in September 2016 (and then to Executive and Council) to endorse the pre-submission version of the District Plan for publication and consultation to be completed prior to end of 2016.
<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.	<p>Management of development proposals in relation to these and other key sites in agreement with landowner and promoter parties.</p> <p>Target for <b>EHPI 157a</b> – Processing of planning applications: Major applications.</p>	Ongoing	Development Manager	<p>Action On Target. Work on the District Plan has informed a number of the broad locations for development and they are now to be allocated in the forthcoming pre-submission version of the District Plan as site allocations. Engagement is active with site owners and developers at present in relation to sites at the Goods Yard, Bishop's Stortford; ASR5, Bishop's Stortford; Gresley Park, East of Stevenage; Gilston and East of Welwyn Garden City. Allies and Morrison are due to bring forward a consultation version of proposals for the town centre in Bishop's Stortford and a Member Steering Group is active in relation to the delivery of the HUDS work in Hertford.</p> <p>As at 31 August performance of processing major planning applications is at 100% well within target.</p>
<b>Service Outcome HH17 and O18: Increase the availability of affordable housing</b>				
HH17.1 Support and maximise the provision of additional appropriate affordable housing in association with developers and registered providers.	<p>Target for <b>EHPI 155</b> – Number of affordable homes delivered.</p> <p><b>NEW EHPI 149</b> – Percentage of affordable housing delivered on sites subject to s106 agreements on affordable sites a) at the time of permission and b) at the time of delivery completion.</p> <p>Monitor the size of units developed in relation to need to influence future size and type.</p> <p>Council to maximise and develop opportunities for the development of rural affordable housing.</p>	Ongoing	Housing Development and Strategy Manager	Action On Target. Action tracked through indicators which are reported to Leadership Team and Corporate Business Scrutiny. Estimate for the number of new affordable homes due for completion in 2016/17 is currently 199 which is significantly above target. The East Herts Housing Development and Strategy Manager and the Community Development Agency (CDA) have met with Walkern Parish Council and a joint project has been commissioned to undertake a Parish Housing Needs Survey (HNS). Survey work due to begin in September 2016 with the results expected early 2017. Other parishes have also expressed an interest in undertaking a HNS jointly with the CDA and East Herts to begin in 2017.

Corporate Priority: Enable a flourishing local economy				
Outcome: Support for our businesses and the local economy				
Driver	Measure	Deadline	Lead Officer	April – September Progress
HH17.2 Undertake feasibility work on setting up a company to build new homes Jonathan – updated commentary wording. Please check.	N/A	March 2017	Head of Housing and Health	Action On Target. Initial modelling carried out. Proposed approached designed by officers. Report recommended by Corporate Business Scrutiny on 30 August 2016. Housing company on target to be set up by March 2017. It is anticipated that from April 2017 onwards the Company will acquire properties for rental in the private market. Work will commence on establishing the feasibility and business case for developing new homes through a company.
Service Outcome O12: Enabling entrepreneurs and business start ups				
CSP12.2 Review business start-up provision and identify further opportunities to improve support to new businesses.	<b>NEW EHPI 11.3a</b> – Business counts – Local units <b>NEW EHPI 11.3b</b> – Business counts – Enterprise units <b>NEW EHPI 11.5</b> – Number of East Herts District residents or businesses based in East Herts District signing up to use the My Incubator base Number of new businesses still trading after one year (annual measure).	October 2016	Economic Development Manager	Action On Target. The main delivery mechanism for business start-up support in East Herts is the Wenta led My Incubator programme who provides support to circa 100 businesses per year. Services are based at the Ware site of Hertford Regional College and include 1) intensive business incubation with provision of desk space, IT and phones 2) one to one business advice 3) workshop support. Wenta provide support to 100 East Herts start-up and early stage businesses per year. Wenta performance will be considered at Corporate Business Scrutiny in November 2016. Additional opportunities for expanding business start-up support will be considered at this meeting, either with WENTA or through other initiatives such as the LEP Growth Hub.
Service Outcome O13: Supporting the rural economy				
CSP13.1 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	Action On Target. The annual measures will not be reported within the first two quarters. This is an EU programme funded through the Rural Payments Agency (RPA). East Herts Council is both the Accountable Body and the management agency. The programme covers the rural areas of East Herts, North Herts, Uttlesford and Epping Forest. The full implications of the UKs decision to leave the EU is unclear, however to date the programme has been able to deliver above profile. The Local Action Group (LAG) is responsible for the overall delivery. The LAG has approved support for eight projects in this calendar year, two of which have now had their payments completed. A further fourteen projects are in the programme pipeline and moving towards the full application stage.

Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome O15: Supporting the visitor economy</b>				
CSP15.1 Work with Visit Herts to increase the profile of local attractions and support businesses in their supply chains.	<b>NEW EHPI 11.6</b> – Town centre footfall <b>NEW EHPI 5.6</b> – Total number of jobs in East Herts	March 2019	Economic Development Manager	Action On Target. The Visit Herts (VH) programme is a Destination Management Service delivered through a contract from the Local Enterprise Partnership and Visit Herts (who also deliver Visit Kent). VH is charged with increasing visitor numbers (and therefore economic benefit) to the county through a range of measures with a particular focus on marketing. East Herts Council provides funding support and has developed a Service Level Agreement with VH. A Value and Volume Study has been commissioned jointly between EHC and VH and will provide baseline information on the visitor economy that will enable monitoring over time.

<b>Corporate Priority: Enable a flourishing local economy</b>				
<b>Outcome: Vibrant town centres</b>				
Driver	Measure	Deadline	Lead Officer	April – September Progress
<b>Service Outcome CSP14 and PBC5: Vibrant Town Centres</b>				
CSP14.1 Undertake feasibility work with town centre businesses on implementing Business Improvement Districts.	Feasibility completed.	December 2016	Economic Development Manager	Action On Target. A tendering process commenced in August for a contractor to deliver the feasibility phase of a Business Improvement District (BID) pilot in Bishop's Stortford is now complete. A consultant has been appointed to deliver the initial feasibility phase. Assuming this is successful they will undertake further work to do a BID for Bishop's Stortford. The BIDS approach will provide learning and a possible template for how the Council might facilitate support to East Herts town centres.
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	Town centre planning framework for Bishop's Stortford and a master plan for Old River Lane completed.	March 2017	Head of Planning and Building Control	Action On Target. Consultation version of framework in formulation. Publication date to be determined but likely to be September/ October 2016.

Driver	Measure	Deadline	Lead Officer	April – September Progress
<p>PBC5.2 Actively contribute to</p> <p>a) the Urban Design Study in Hertford town centre and</p> <p>b) The redevelopment of Southern Maltings in Ware</p>	N/A	March 2018	Head of Planning and Building Control	<p>Action On Target. Action on target in relation to HUDS. Initial proactive scheme identified as public realm improvements to Maidenhead Street/ The Wash/ Bull Plain. £0.5million has been committed to fund this project by East Herts Council subject to further funding from Hertford Town Council and the LEP to complete the £1 million funding package. Redevelopment of Bircherley Green is being progressed by the developer. Planning application is expected shortly. .</p> <p>Action on target. A draft lease has been issued and a final lease is expected to be agreed and in place by the end of 2016/17 to allow the Southern Maltings Community Group to convert the building into a community facility.</p>

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	April – September Progress
<b>Service Outcome CSP16: Lobbying for the right infrastructure</b>				
CSP16.1 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 Communication, Strategy and Policy	Action On Target. The LEP have been engaged on both the HUDS and ORL projects as key consultees and to assist with potential funding. The LSCC have published their growth commission report and East Herts have been an active partner within the public enquiries. Dialogue will be maintained over the coming 12 months especially with regards to the District Plan and other key projects.
CSP16.2 Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.				Action On Target. Paper on sustainable transport was developed and shared with Members at an away day 21 March. Subsequent work has focused on developing a commissioning framework for community transport and looking at feasibility of localised improvements (e.g. more cycling racks). A Member task and finish group has been set up to look at this in more detail.