

## 2017/18 ACTIONS TO DELIVER THE CORPORATE STRATEGIC PLAN

CORPORATE PRIORITY: Improve the Health and Wellbeing of our Communities					
Outcome: Residents living active and healthy lives					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.1	Set up a shared service Home Improvement Agency (HIA)	Commence HIA in shadow form Complete TUPE arrangements if/where applicable Commence full shared service <b>EHPI 132</b> – Percentage of full applications for Disabled Facilities Grant (DFG) approved within 7 weeks	April 2017 September 2017  September 2017	Head of Housing and Health	The shared service launched in October 2017. It is delivered through Hertfordshire County Council on behalf of Broxbourne, East Herts, North Herts, Watford and Stevenage
KA.2	Register of East Herts land drainage assets	Complete the register of assets Identify essential works arising from the review and complete works in line with allocated resources	April 2017 March 2018	Service Manager – Environmental Health	The Asset register has been produced and work started on identified higher-priority improvement works. The works will now form part of the team's ongoing maintenance and inspection programme.
KA.3	Align various grant programmes with Health and Wellbeing priorities	Review all East Herts grant programmes' eligibility criteria and priorities Amend grant programmes in line with Health and Wellbeing priorities	June 2017  August 2017 ( <i>or sooner if necessary to meet bidding timescales</i> )	Service Manager – Community Wellbeing and Partnerships	New grants policy approved at full Council on 18th July 2017 and went live on the website on 19th July 2017.
KA.4	With partner agencies, review and monitor the Air Quality Action Plan	Member approval of revised Air Quality Action Plan  Submit annual monitoring report to DEFRA  Deliver key actions for 2017/18 in the Action Plan	June 2017  September 2017  March 2018	Service Manager – Environmental Health	New air quality action plan has been produced and launched on 15th June 2017.  The 38 point plan includes support for national Clean Air Day, with an awareness campaign asking drivers to turn off their engines whilst stationary, especially near schools. Promoting the use of electric vehicles is also a high priority, with extra car charging points and an electric car share scheme planned. Continued support for car-sharing schemes and walk-to-school weeks are included, together with working with other organisations to improve transport options and encouraging more people to leave their cars at home.
KA.5	Maximise impact of Prevent Agenda	Ensure publically owned venues do not provide a platform for extremists and/or forced gender segregation and are not used to discriminate extremist views by distribute safer bookings leaflet to council owned venues.  Contribute to Prevent training of personnel of partner agencies	April 2017  March 2018	Service Manager – Community Wellbeing and Partnerships	PREVENT training continues to be provided regularly to partner agencies and to staff of East Herts. Updates of relevant information are shared with partner agencies

<b>KA.6</b>	Raise awareness of Safety Advisory Group	Engage with Parish and Town Councils in regards to the safety Advisory Group process and how it works.	June 2017		Complete. Engaged with Town and Parish councils and informed them of new notification process
<b>KA.7</b>	Assess the feasibility of a social prescribing project in East Herts	Outcome of feasibility study with recommendations reported to members	June 2017	Service Manager – Community Wellbeing and Partnerships	Feasibility study was completed and Members agreed the project should be pursued. It went live in October 2017 and will run for 18 months (until April 2019) at which point an update will be taken to the Health and Wellbeing Board.
<b>KA.8</b>	Produce a leisure strategy to determine future direction and planning for the council's two Leisure Centres and three joint use swimming pools.	<b>Milestones:</b>		Leisure Services Development Manager	The Leisure Task and Finish group reported a number of recommendations for investment and the future direction of the leisure centres to Overview and Scrutiny in June 2017, followed by Executive approval and Council. A £30million investment was approved covering the refurbishment of Ward Freman and Hartham and a new build Grange Paddocks leisure centre. The draft physical activity strategy was also approved at the same time and agreed that this would be built in to the new Health and Wellbeing strategy. Also, due to the 20month procurement process members agreed a contract extension with our current incumbent for 12months which means the new contract will now start in January 2020.  The direction of travel for Fanshawe and Leventhorpe pool and gyms were explored further in the October 2017 Council where it was agreed the Council will commit to acting as a facilitator with the schools to maintain delivery and ensure that the two pools were included in the procurement process for up to a period of 5yrs as long as the schools could continue to pay their 40% contribution to operational management of the sites.  Work has been undertaken for the leisure procurement including the development of a pre-app submission for Hartham and Grange Paddocks, a development of a leisure spec, technical and facilities spec and contract documentation. The procurement is due to go live in mid May 2018.
		Member Task and Finish Group report Outline proposals to Executive	February 2017		
		Sports and Physical Activity Strategy approved	June 2017		
		Approved Strategy on future direction of our two centres and joint use pools	July 2017		
		Contract procurement	July 2017		
		New contract starts	January 2019		
<b>KA.9</b>	Ensure cost-effective maintenance of facilities	Review business critical maintenance/ capital works at leisure centres	March 2018	Leisure Services Development Manager	In light of the major investment approved for 3 sites, all business critical maintenance items have been reviewed. Those items that are critical for to maintain business will have a business plan produced to seek funding for these. A number of items in terms of maintenance are not critical and the centres can service without short term investment.

	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
<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>					
<b>KA.10</b>	Invest in our parks and open spaces to encourage health and fitness including improvements to Grange Paddocks, Hartham Common and Presdales Recreation Ground.	Deliver management plan for Hertford Castle Grounds in partnership with the Town Council.	March 2017	Parks and Open Space Manager	<p>The draft management plan for Hertford Castle Gardens was produced in 2017, it has been shared with key consultees however due to the ongoing discussions with Hertford Town Council regarding the future of the open space, and work in this area has been postponed until an outcome of discussions has been agreed.</p> <p>A new play area and footpath improvements at Grange Paddocks was completed in June 2017.</p> <p>Preparation work have taken place for the Hertford and Beyond project, this includes installing a new foot path in November 2017.</p> <p>In light of the major investment at Hartham leisure centre improvement works to Hartham common entrance and play have been put on hold to ensure there are synergies between the play area and leisure centre development. This work will be carried forward into 2019.</p> <p>Exploratory works and a draft project initiation plan have been developed to scope out the work required at Pishiobury Park; the application for funding will be made in 18/19.</p> <p>Works at Bishops Park was completed in November 2017.</p> <p>Ground work has taken place in terms of access points, gates and footpaths at Presdales Rec Ground however signage and interpretation boards will be completed in June 2018.</p>
		New play area and footpath improvements at Grange Paddocks.	March 2017		
		Continue process to deliver connected links between open spaces.	March 2017		
		Improve Hartham Common by: a) Commissioning initial stages of a project to improve Hartham Common entrance area	TBC		
		b) Delivering a new destination play area at Hartham Common	March 2018		
		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		
		Presdales Recreation Ground, Ware - Installation of a circular walk, car park improvements and woodland restoration.	March 2018		
<b>KA.11</b>	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></p> <p>Conservation Plan will be produced in draft for the mid-stage review in March. A report by the archaeologists and the condition survey of Waytemore Castle will be produced in January. A round of</p>		Parks and Open Space Manager	<p>All main consultant appointments are now complete. Successful public engagement has allowed us to gather information relating to visitor satisfaction. We will carry out further surveys on specific items as the project progresses.</p> <p>The Activity Plan is being drafted and will include an events plan and items on health walks, the friends group and taster events.</p> <p>Base ecology surveys have been carried out.</p> <p>To date we have held small trial events in preparation for a community Archaeological Day, a Heritage Day (14 July), Biodiversity Day and Health &amp; Wellbeing Day.</p>

		<p>investigative archaeology surveys will be carried out in February.</p> <p>The Management &amp; Maintenance Plan will be produced in draft by the mid-stage review.</p> <p>The Business Plan is being produced by Bowles Green. The production of this was delayed due to internal issues within the firm, but is now due to be completed in draft by early January.</p>			<p>Taster health walks are now regularly programmed in, with six new walk leaders trained.</p> <p>Friends Group meetings are being held every two months, with a core of around half a dozen interested groups. The stakeholder group will be merged into the friends group before the end of the development phase.</p> <p>Designs have been produced for the building and river crossing.</p> <p>Initial draft lighting designs have been completed and are under discussion with stakeholder group before modifications are agreed and costs determined.</p> <p>General buy-in has been achieved regarding the relocation of the tennis courts. We are working in partnership with a local club and school to apply for funding from the Lawn Tennis Association to secure the optimum quality finish.</p> <p>Pre-application documents are currently being reviewed by Planning and the environment agency.</p> <p>The next steps including exploring funding opportunities in terms of the relocation of the tennis courts and submitting the full planning application for August 2018.</p>
		<p>Development Phase.</p> <p>Implementation Phase</p>	<p>2017 – 2018</p> <p>2019 – 2020</p>		<p>These phases are dependent on the outcome of the planning application.</p>
<b>KA.12</b>	Re-tendering of Grounds Maintenance Contract	<p>Project plan</p> <p>Procurement timetable</p> <p>Contract Start</p>	<p>April 2017</p> <p>Dec 2019</p>	Parks and Open Spaces Manager	<p>T&amp;F committee report to O&amp;S Committee in Feb 2018, it was requested to extend the period to consider in more detail issues raised at O&amp;S including the removing the grounds maintenance aspects of county land.</p> <p>It is anticipated that the pre procurement preparation will take place in Summer 2018 with and advert out to OJEU in late 2018. The contract is envisaged to be awarded in early 2019 with a start date of Jan 2020.</p>
<b>KA.13</b>	Hertford Theatre – Develop business models for expansion	Approved direction of travel via Executive	September 2017	Theatre Director	<p>Outline Business Case now received from consultants. A report will be taken to Overview and Scrutiny in June 2018 seeking views on the option to invest and expand the current offer in the theatre whilst reducing the deficit to the Council.</p>

## CORPORATE PRIORITY: IMPROVE THE HEALTH AND WELLBEING OF OUR COMMUNITIES

### Outcome: Support for our vulnerable families and individuals

Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
<b>KA.14</b> Review of temporary accommodation	Complete review of current provision (commenced in 2016/17) Gain member approval for actions Seek resources through the Medium Term Financial Plan as appropriate Revise procedures and policies regarding the allocation of suitable temporary accommodation <b>EHPI 151</b> – Number of homeless households living in temporary accommodation	April 2017  June 2017 September 2017  March 2018	Service Manager – Housing Services	Report completed, recommendations made and presented to Portfolio holder.  Agreed no action required at this time as temporary accommodation availability is sufficient and appropriate to meet demand. However demand may increase with the introduction of the Homelessness Reduction Act 2017 from April 2018 which places additional prevention and homeless duties on all local authorities. The impact will be monitored closely by the Housing Service.
<b>KA.15</b> 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 2018	Head of Revenues and Benefits	Achieved: result 7.63 days.
<b>KA.16</b> Work with partners to provide support to customers in difficulty.	Customers appropriately signposted to support agencies and partners.	31 March 2018	Head of Revenues and Benefits	On-going working with advice and support services
<b>KA.17</b> Utilise discretionary Housing Payments to alleviate transitional difficulties.	Customers assisted with additional short term awards to transition between changes in circumstances.	31 March 2018	Head of Revenues and Benefits	On-going business process supporting vulnerable people through transition in entitlement
<b>KA.18</b> Work with partners to assist customers through the transition into universal credit.	Customers assisted and signposted appropriately when transitioned into universal credit.	31 March 2018	Head of Revenues and Benefits	On-going business processes in place but low take-up, expected increase from October 2018 when universal credit 'full service' goes live in this area
<b>Outcome: Communities engaged in local issues</b>				
<b>KA.19</b> 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	31 March 2018	Environmental Strategy and Development Manager	Project continuing to progress with Local Energy East, draft constraints analysis expected from the Tri-LEP group in late April.
<b>KA.20</b> Implement the climate change action plan	Actions reflecting work wider than Council assets - TBC.	March 2018	Environmental Strategy and Development Manager	Report of the work and outcomes from the Climate Change Task and Finish Group was taken to Overview Scrutiny Committee on 17 April 2018. Range of recommendations agreed including that a draft strategy be prepared for presentation to the

					September 2018 meeting of the Overview Scrutiny Committee in order to permit the Task and Finish Group to continue to meet over the summer to examine additional items including investment opportunities.
<b>KA.21</b>	Establish Local Nature Reserve Status for Pishiobury Park		March 2018	Environmental Strategy and Development Manager	Not achieved- excessive resource required relative to outcome
<b>KA.22</b>	Co-ordination and promotion of the arts and cultural offer in East Herts.	Local network to be established/attended by East Herts Arts and Cultural team* promoting the range of arts and cultural activities which promote health, social and the economic well-being of East Herts Residents. Identify and plug potential gaps in provision to increase engagement in arts and cultural activities. *Dependant on resource discussions.	March 2018	Theatre Director	A mapping exercise of the cultural offer across East Herts has been completed. This will inform any future development work (Project and Capital) and potentially provides the starting point for an EHC cultural strategy and discussions regarding the future of the Theatre expansion work.
<b>KA.23</b>	Support ward councillors in rural areas to facilitate installation of super-fast broadband and continue marking options available to maintain interest.	EHPI 5.11 – % of superfast broadband in the district to homes and businesses (measured as over 30 Mb/s). Support residents in Hertford Heath with accessing rural broadband.	May 2017	Policy Officer	It is reasonable to say that as a district council we have been unable to meaningfully progress this agenda. Ensuring residents and businesses in the most rural parts of the district have access to good broadband remains a challenge, as does ensuring developers install broadband on new developments.  Councillors have been liaising with residents to bring this to the attention of MPs and also central government in terms of national broadband roll out programmes. Thanks to the joint lobbying of Cllr Graham MacAndrew and Sir Oliver Heald MP, the Connected Counties Programme and BT have been more forthcoming about the project cycle and are updating us more regularly on issues. We are awaiting further information on areas in the district that will be targeted as part of future phases
<b>KA.24</b>	Work with the Ware Society to take on full ownership of the Grotto.	Successful asset transfer.	March 2018	Head Comms, Strategy & Policy	After lengthy discussions the Ware Society declined to take on ownership. However a Charitable Incorporate Organisations (CIO) is being set up to own and manage the Grotto with trustees nominated from the Ware Society and East Herts Council. The Council's Executive approved a plan to do this in February 2018. Subject to the CIO being set up and the business plan being robust, freehold ownership of the Grotto will be transferred on 30 <sup>th</sup> September 2018.
<b>KA.25</b>	Implement new website for the council.	Customer satisfaction with the website.	May 2017	Head Comms, Strategy & Policy	New website launched on time in May 2017. The new site has been well received by members of the public and is generally more user friendly than the previous

					version (eg. It is now mobile responsive). Our SOCITM rating has increased following the launch. The original website was 1* rated (out of 4) for some time. In the last 3 tests (across accessibility for finding out information on parking, waste and councillors) we scored 2*, 3* and 3* respectively. We could only achieve a maximum of 2* for parking as we do not administer blue badges
<b>KA.26</b>	Supporting deployment and implementation of self-service tools in all services as part of the digital East Herts programme.	Focused and prioritised creation and deployment of self service solutions based on best practice.	March 2018	Improvement and Insight Manager	Significant progress has been made in developing and implementing self-service tools across the Organisation. The launch of the new website included a greatly increased number of e-forms to enable greater self-service. The procurement for the intranet is currently underway which, when delivered, will enable greater self-service for staff. A suite of self service options has been delivered in Revenue and Benefits, including checking Council Tax, Housing Benefit and Landlord information and correspondence, e-billing, change of address and arrangements with good initial take up. Other self-service options are being delivered across the organisation, for example, Land Charges are implementing software to allow customers to self-serve personal searches and Operations have launched 'Fix my Street' to enable customers to report issues in their area.
<b>KA.27</b>	Provision of efficient, easy to use payment facilities avoiding the need to queue or assisted service.	Procure replacement kiosks for payment in our Customer Service Centres. Explore potential of remote service kiosks to enable customers to access services without travelling to our major towns.	March 2018	Customer Service Manager	Unfortunately this action has not been progressed due to lack of resources. It is on the action list for 2018/19
<b>KA.28</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 % of services accessible via digital channels Satisfaction with council services.	June 2016-June 2018	Director	Target operating model launched and communicated with significant staff engagement. Digital East Herts agenda has been developed to underpin the work around self-service and web improvements. There are also £500k of savings attached to the programme which are on track to be delivered by 2019/20.
<b>KA.30</b>	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 2018	Customer Services Manager	This action was essentially about upgrading parts of the Council's MITEL telephony software system and moving away from 3 <sup>rd</sup> party contracts which made it difficult to resolve issues when telephony systems have failed.  All telephony software has been moved to a new data centre and we have changed our SIP provider. The project is complete from a technical perspective and the reliability of the software has vastly improved.



					However we intend to make further improvements to the telephony software in 2018/19
<b>KA.31</b>	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.	March 2018	Customer Services Manager	<p>This project is partially complete. Reception centres in Hertford and Bishop's Stortford now have scanning hardware which allows customers (supported by staff) to upload relevant documents needed for applications and assessments. In addition the Citizen's Advice Service are now located in Wallfields as part of a 'one public sector' approach. Other minor changes have included using private booths to enable customers to have confidential conversations when required. However both receptions need more significant changes to ensure the customer journey and experience is more user friendly. This will be considered in Wallfields as part of the accommodation review and in Charrington's as part of the Old River Lane Development.</p> <p>Generally our face to face contact is rated very highly by customers (usually around 90% of customer are satisfied). In April of this year East Herts had the 3<sup>rd</sup> highest satisfaction rating for face to face contacts across the whole local government sector.</p>
<b>KA.32</b>	Review of licensing policies and procedures	Agree timetable for completing review of all licensing policies and procedures Complete review and gain member approval where required	May 2017 December 2017	Service Manager – Licensing and Enforcement	Completed the review work requested and has created draft policies and procedures. Some quick wins have been implemented but others are being delayed whilst waiting for updates to the website. Chris will be doing an additional week in January to complete the Licensing Act 2003 position statement.
<b>KA.33</b>	Support the administrative processes to deliver lawful decision making.	Compliance with statutory requirements. Failure to do so could lead to judicial review of decisions with the potential for significant unplanned costs and reputational damage.	Ongoing	Head of Democratic and Legal Services	With the introduction of GDPR, there is an increased and continued need for awareness of statutory policies and procedures and legislative changes and for Legal to disseminate this information to Members and Officers. With a change in the Constitution and permanent team members will ensure continued resilience for the organisation
<b>KA.34</b>	Delivery of County Council Elections, any by-elections and Referendums	Elections held without challenge and in accordance with Electoral Commission performance standards.	Ongoing	Head of Democratic and Legal Services	On-going business process. Increased resilience has been provided with more experienced officers and robust and focused training.
<b>KA.35</b>	Embracing the council's digital programme-	Use of Electoral Management System to send letters, forms etc. via e-mail (where permitted by law/guidance) to reduce costs	Ongoing	Head of Democratic and Legal Services	On-going business process. Consideration is being given to providing tablets to canvassers and use app technology to enable greater efficiency



<b>KA.36</b>	Publication of Register of Electors.	Individual electoral registration processes comply with statutory requirements. Failure to do so could lead to election petitions and non-compliance with Electoral Commission performance standards that would both have a significant impact on the Authority's reputation.	December each year but updated monthly and three times prior to each election	Head of Democratic and Legal Services	Published on December 1st 2017. Canvas returns were up on the previous year
<b>KA.37</b>	Increased income generation within service areas	Provides assistance towards the savings objectives	May 2018	Head of Legal and Democratic Services	Elections have undertaken work for North Herts Council and legal services have been providing assistance to other Councils on an income generation basis and undertaking more s106 matters in-house
<b>KA.38</b>	Support the Digital East Herts programme by increasing the range of online services available in ModGov	More paperless Member/Officer participation at meetings	Ongoing	Head of Legal and Democratic Services	Drop in sessions have been arranged and are on-going. Service Managers to provide mentor engagement with Members to facilitate the transition to paperless.
<b>KA.39</b>	Provision of advice and guidance on the standards regime for local councillors within East Hertfordshire.	Local councillor adherence to Code of Conduct provisions. Failure to deliver guidance and training would reflect negatively on the Authority and could lead to an increase in substantiated complaints of code breaches.	Ongoing	Head of Legal and Democratic and Services	Work is on-going to ensure that more legal officers are trained to deal with standards matters to provide resilience.

CORPORATE PRIORITY: Enhance the Quality of People's Lives					
Outcome: Attractive places					
	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
KA.40	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> Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties. Review fixed penalty notices pilot	March 2017  February 2016 – March 2017  August 2017	Environmental Inspection Team Manager	Strategy Implemented. Ongoing PR regarding fly tipping took place in 2017. Countywide campaign on Fly tipping led by Wastaware planned for Spring 2018. Media Campaign on environmental crime including fly, tipping, dog fouling, new measures and penalties.  The Review of the fixed penalty notices for litter pilot took place in August 2017 and it was agreed that the Council would not continue this service via a contractor and ensure officers adopted this role post service restructure.
KA.41	Develop a Shared Service for Waste and Street Cleansing with North Herts District Council.	Efficiency savings delivered. <b>Milestones:</b> Contract award. Contract commences.	April 2017  June/July 2017 May 2018	Head of Operations	The new Waste shared service client team was developed in Feb 2018 with some appointments yet to be made to complete the team.  The contract award approval took place in October 2017 and the new contract has gone live (8 <sup>th</sup> May 2018).  The £200k saving has been achieved through the procurement process and will be further tested mid year and at the end of the financial year.
KA.42	Increase domestic recycling volumes	Communication strategy and targeted project planning	Aug 2017	Waste Services Manager	Not Achieved % of household waste sent for reuse, recycling and composting fell marginally from 51.77% to 49.06%  Work will take place via the new waste shared service to increase awareness of recycling.
KA.43	Provision of a proactive service, delivering advice and guidance to customers on heritage and urban design issues	Completion of 35 or more conservation area assessment reports, review of Heritage at Risk Register, production of heritage guidance information and provision of an urban design advice service	Ongoing – throughout year with completion by end Mar 18	Head of Planning and Building Control and Conservation and Urban Design Officer	Not achieved in total. With regard to Conservation Area Assessments, 31 have been completed as at the date of this report. A further 7 will be completed by July 2018, leaving 4 to complete. These are programmed to be completed by end of the 2018 calendar year. The change to completion dates is due to the availability of additional resources that have been utilised to undertake this work.

					<p>Heritage at Risk register, this work is complete with a review undertaken in the 2017/18 year.</p> <p>Heritage guidance. This action is complete, being undertaken in association with the relaunch of the Councils website in 2017.</p> <p>Urban design advice has been provided throughout the year.</p>
<b>KA.44</b>	Appropriate control in relation to unauthorised development in the district.	<p>Ensure delivery in relation to Planning Enforcement performance measures</p> <p>Customer service expectations met by achieving targets :</p> <ul style="list-style-type: none"> <li>• <b>EHPI 205</b> – Percentage of site visits undertaken in relation to urgent cases within 2 workings days of 'start date'</li> <li>• <b>EHPI 206</b> – Percentage of site visits undertaken in relation to all other cases within 15 workings days of 'start date'</li> <li>• <b>EHPI 207</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</li> </ul>	Ongoing – throughout year	Development Manager and Principal Planning Enforcement Officer	<p>Action achieved in relation to EHPI 205 with 100% of all sites being undertaken in relation to urgent cases in the 2 day timescale.</p> <p>In relation to all other cases (EHPI 206) has fallen from 100% in 2016/17 to 87% in 2017/18. This is below the target of 90%.</p> <p>Systems do not allow the extraction of data in relation to EHPI 207.</p> <p>Action, including prioritisation of casework, is being undertaken to ensure that targets are being achieved in relation to site visits. With regard to expediency decision timescale, action is being taken to either extract this data from our recording system, or to consider other performance measures, such as the closure of cases within six months.</p>

## CORPORATE PRIORITY: ENHANCE THE QUALITY OF PEOPLE'S LIVES

### Outcome: Future developments best meets the needs of the district and its residents

Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018	
<b>KA.45</b>	Ensure that an appropriate policy framework is in place to enable residential and commercial development and to support key infrastructure decisions.	<p>Progress to examination and adoption of District Plan (DP).</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>	Examination by end June 2017 and adoption by end Dec 17	Planning Policy Manager	<p>Progress has been made in relation to the District Plan with examination sessions concluded in early Jan. Main Modifications have been agreed with Inspector and consultation period concluded on 29 Mar 2018. Examiners Report expected May 18.</p> <p>Adoption will not take place therefore until the 2018/19 year as a result of the examination timetable imposed by the planning inspectorate.</p> <p>With regard to land supply, the publication of the Councils Authority Monitoring Report in Feb 2018, confirmed that over 5 years supply of land now available. Action achieved.</p> <p>Net additional homes data is provided by HCC following monitoring and count information. This data is not yet available for the 2017/18 year.</p>
<b>KA.46</b>	Requirement to manage and proactively respond to key development proposals to enable acceptable development to be delivered.	<p>Key development proposals include:</p> <ul style="list-style-type: none"> <li>- Goods yard, BS</li> <li>- Old River Lane, BS</li> <li>- Hertford Town Centre</li> <li>- Birchall Garden Suburb, East of WGC</li> <li>- Gilston</li> <li>- East of Stevenage</li> </ul> <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> <p>Target for <b>EHPI 155</b> – Number of affordable homes</p>	Ongoing	Development Manager	<p>Action has been undertaken in relation to development sites coming forward during the last year. Master Planning activity has commenced on a number of sites with Member Steering groups established. Timescales are being agreed between the Council and developer parties through the use of Planning Performance Agreements.</p> <p>Development on other key sites is being managed through the development management process. Performance in relation to EHPI 157a has been above target for the 2017/18 year.</p> <p>In relation to the BS Goods yard site, this has been subject to master planning following refusal of earlier application. Masterplan endorsed by Executive: 31 Oct 2017 and the Council resolved to support a revised planning application at DMC of 27 Mar 2018.</p>
<b>KA.47</b>	Identify ways to encourage downsizing in all tenures	<p>Identify potential to encourage downsizing</p> <p>Seek resources through the Medium Term Financial Plan as appropriate</p> <p>Agree actions to encourage downsizing</p> <p><b>EHPI 148</b> – Number of applicants on the housing register broken down by demand for property sizes</p>	<p>June 2017</p> <p>September 2017</p> <p>September 2017</p>	Service Manager – Housing Services	<p>Review of numbers of tenants under –occupying and Registered Provider initiatives completed in 2017/18. Discussed with Portfolio Holder. Actions have been developed and will be monitored through the Housing Strategy Action Plan. The Housing Service is working with Network Homes to develop a new build offer to supplement existing incentive policies to encourage</p>

					current tenants to downsize. One small new build scheme completed in Ware and a further scheme to be completed in June 2018 to be offered as a priority to existing older tenants wishing to down size that are on the Housing Register. EHPI 148 shows 2,026 applicants on the housing register down from 2, 118
<b>KA.48</b>	Undertake feasibility work on setting up a company to build new homes	Subject to member approval, Company to commence acquisition of properties Determine feasibility of housing development by a Company Subject to there being a feasible business case, seek member approval for development	April 2017 September 2017 November 2017	Head of –Housing and Health	Company incorporated on 2 February 2018. Three properties are now in the process of conveyance with another subject to works before transfer. It is anticipated that the first properties will transfer to the company in May 2018
<b>KA.49</b>	Support and maximise the provision of additional affordable housing in association with developers and registered providers	Review options for maximising affordable housing delivery in light of the Housing and Planning Act 2016, new products, the Housing Company and the like Revise the Affordable Housing Supplementary Planning Document in line with the District Plan timetable <b>EHPI 155</b> – Number of affordable homes delivered <b>EHPI 149a and 149b</b> – wording to be added once confirmed	June 2017 March 2018	–Service Manager – Housing Services	The Housing Team are implementing the Affordable Housing Policy to maximise delivery. Total of 162 affordable homes delivered in 2017/18 against a target of 116 for 17/18. A report on Community Led Housing will be ready to publish in June 2018 and is a joint report with Harlow, Epping and Uttlesford..
<b>KA.50</b>	Work with owners to return long-term empty properties back into use	Promote and publicise our approaches to bringing long-term empty properties back into use so as to increase returns <b>EHPI 64</b> – Number of long-term private sector vacant dwellings that are returned into occupation or demolished	June 2017	Service Manager – Housing Services	Action To Be Deleted/Suspended. Funding for this action removed via member decision at Full Council Thurs 01 <sup>st</sup> March 2018. EHPI 64: 9 dwelling returned onto occupation or demolished 2017/18
<b>KA.51</b>	Sustainable Drainage Systems (SuDS)	Review the approach to assessing developers' SuDS proposals	June 2017	Service Manager – Environmental Health	Merged with KA. 2
<b>KA.52</b>	To provide legal support in relation to the publications and adoption of the District Plan	Adoption of the District Plan 2031	2017	Head of Legal and Democratic Services	Due to strategic growth in the District, Legal recognise the need for internal resilience to deliver these objectives. The team is updating service provision to focus on the specialisms that require project focused support, eg contracts and procurement, regeneration support. Service has led on community Governance Reviews undertaking bespoke training, committee and Council attendance and liaising with relevant services.
<b>KA.53</b>	To provide legal support development proposals for key sites in the district and deliver corresponding legal agreements	Key sites are developed in line with the District Plan	Ongoing but will vary with each site	Head of Legal and Democratic Services	Due to strategic growth in the District, Legal recognise the need for internal resilience to deliver these objectives. The team is updating service provision to focus on the specialisms that require project focused

					support, eg contracts and procurement, regeneration with the objective to increase officers and decrease external reliance for legal support.
<b>KA.54</b>	Providing legal support to the council to enable empty properties are brought back into use	Decrease of empty properties in the district	Ongoing but will vary with each site	Head of Legal and Democratic Services	The team has provided support in relation to this initiative and worked with colleagues in the formulation of Millstream to further the Council's objectives. This work is on-going.

<b>CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY</b>					
<b>Outcome: Support for our businesses and the local economy</b>					
	<b>Action</b>	<b>Measure/Key milestone</b>	<b>Deadline</b>	<b>Lead Officer</b>	<b>Progress made by 31 March 2018</b>
<b>KA.55</b>	Review the Environmental Health 'offer' to local businesses	Review opportunities and produce options paper	September 2017	Service Manager - Environmental Health	Review on-going and included in 2018/19 service plans
<b>KA.56</b>	Conduct cross-boundary licensing enforcement activity	Carry out at least one licensing enforcement exercise with neighbouring districts	September 2017	Service Manager - Licensing and Enforcement	Completed in January with Broxbourne Taxis.  Next year's aim is to get Hertfordshire wide suitability policy.
<b>KA.57</b>	Strengthen networks with local businesses.	Number of businesses on East Herts Council local directory (new measure).	March 2018	Economic Development Manager	Business Engagement Manager and new Economic Development Officer (shared with North Herts) actively engaged with business infrastructure organisations.  In partnership with Burrows Communications we are producing an online database of all businesses in the area and marketing brochure to help with inward investment.  Latest business demography data from ONS suggests the number of new businesses created in 2016 in East Herts (latest data due to a year lag) increased threefold with 3055 new businesses registered in the year (compared to 1030 in 2015). This is against a total amount of 11,875 for the whole county and way above districts such as St. Albans (1360) who typically have the most start ups in the county. On closer inspection it looks like many of these businesses are part of the gig economy (eg. Deliveroo/ uber/ ebay traders) registering an address in East Herts despite trading elsewhere nationally or internationally. We will continue to monitor economic trends

<b>KA.58</b>	Review business start-up provision.	Number of businesses supported through WENTA contract	July 2017	Economic Development Manager	The Launchpad facility opened 12 September in Bishop's Stortford to support start up and pre-start business growth. The Council no longer directly supports the WENTA run facility in Ware. The Launchpad has been successful thus far (see performance indicator section) and as a 12 month pilot will be the subject of a discussion at Performance, Audit and Governance Committee meeting in September. Recommendations will be made at that point on whether to continue with the facility.
<b>KA.59</b>	Liaise with LEP Growth Hub to ensure East Herts businesses benefit.	Number of East Herts registered businesses supported by the Growth Hub programme.	March 2019	Economic Development Manager	Conversations with Growth Hub have taken place to ensure that Launchpad actively refers businesses to further support ( <i>awaiting further data on number of businesses in East Herts that have used the growth hub</i> )
<b>KA.60</b>	Ensure successful delivery of the Rural Development Programme.	Number of businesses supported by the RDP.	March 2019	Head of Communications, Strategy and Policy	22 grants have been approved as part of the programme with 7 of those going to businesses in East Herts. All of the 1.8m euros have been allocated and the challenge now is to ensure the awarded monies are spent before the UK leaves the EU in March 2019. The Eastern Plateau is among the top regions in the country for ensuring full allocation of the funds and as a consequence an additional £200,000 has been allocated to the area from other regions that have not managed to spend all of their allocation. We have a further pipeline of projects waiting for support and this additional money will be allocated through the local area group by summer 2018
<b>KA.61</b>	Support Visit Herts with delivery of a destination management programme.	(1) Spend in the district relating to day trips and overnight stays (2) Number of jobs in the district related to the visitor economy	March 2018	Economic Development Officer	SLA funding of £5k agreed for a further 2 years (until end 2019). VH have won the contract to deliver destination management services in the county from the LEP and that contract runs until 2020 (with a possible 2 year extension to 2022). Cllr Gary Jones is a Board Member on Visit Herts, representing District Council interests. The next Visit Herts Board meeting takes place on 10th September at the Henry Moore Foundation  They are currently in the process of updating their business plan and intend to make 2020 the Hertfordshire Year of Culture. In addition Visit Herts are working on an East of England Touring Route designed to attract more German visitors to the county. The project seeks to create a new 300mile touring route between London and Northumberland that combines well-known visitor destinations with those that are off-the-beaten-trac. New itineraries will be developed that



					<p>bring together attractions, accommodation options, places to eat and activities to create a route that is culturally rich and quintessentially English. Hertford has been earmarked as one of the potential towns on this route although the project remains on-going.</p> <p>Data from the value and volume study indicates East Herts generates the most revenue from tourism of all districts in the county. The latest data is from 2016 so is somewhat out of date however VH are considering running this data exercise again.</p> <p>The Big Weekend initiative this year featured 59 attractions, 8 of which were from East Herts:</p> <ul style="list-style-type: none"> <li>• Foxholes Farm</li> <li>• Hanbury Manor Hotel</li> <li>• Historic Hertford</li> <li>• Lussmanns Fish &amp; Grill Restaurants</li> <li>• The View Bar &amp; Kitchen</li> <li>• Ventura Wildlife Park</li> <li>• Much Hadham Forge Museum</li> <li>• Henry Moore Studios and Gardens</li> </ul>
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<b>CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY</b>					
<b>Outcome: Vibrant town centres</b>					
	<b>Action</b>	<b>Measure/Key milestone</b>	<b>Deadline</b>	<b>Lead Officer</b>	<b>Progress made by 31 March 2018</b>
<b>KA.62</b>	Support delivery of a Business Improvement District in Bishop's Stortford.	<ol style="list-style-type: none"> <li>1. Feasibility testing stage</li> <li>2. Development phase (contingent to feasibility phase approval)</li> <li>3. Campaign phase</li> </ol>	<p>Jul- Dec 2017</p> <p>Jan-Jul 2017</p> <p>Aug- Oct 2017</p>	Economic Development Manager	After a slow start significant progress has been made thanks to the Council's Business Engagement Manager. A steering group has been formed (composed of business reps from the town centre) and a business plan for the BID company drafted. The ballot will open in June for one month and close July 13 <sup>th</sup> . We will know by July 14 <sup>th</sup> whether businesses have voted in favour of setting up a BID.
<b>KA.63</b>	Implementation of the Planning framework for Bishop's Stortford Town Centre, focusing on Old River Lane and key and joining town centre sites and develop a master plan for Old River Lane.	<p>Completed Framework for BS town centre</p> <p>Completion of master planning for the Old River Lane site</p>	<p>March 2017</p> <p>December 2017</p>	Chief Executive	Framework for BS town centre was approved by council in July 2017. The concept masterplan for Old River Lane was developed during 2017, and formed the basis for the land use decision taken by council in December 2017.

<b>KA.64</b>	Implementation of Hertford Urban Design Study	Progress in relation to initial significant scheme identified in the Study – public realm in Maidenhead Street/ The Wash/ Bull Plain	March 2018	Head of Planning and Building Control	Progress has been achieved in relation to this scheme with design proposals agreed and consultation undertaken. A contractor has been procured and it is now anticipated that works on site will commence in July 2018.
<b>KA.65</b>	Delivery of a cost effective on-street and off-street enforcement function that fulfils the objectives of the Traffic Management Act 2004 - 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 a Specification and manage arrangements for the re-tendering of the parking enforcement contract. Confirmation of new Agency Agreements from partner councils. Task and Finish/Scrutiny Committee input into development of new Specification Compilation of Specification and all other tender documents. Issue ITT	March 2017  April 2017  September 2017  February 2018  April 2018	Parking Manager	Engagement of consultants to support the Council in the preparation of a Specification and manage arrangements for the re-tendering of the parking enforcement contract March 17. Confirmation of new Agency Agreements from partner councils April 2017 . Task and Finish/Scrutiny Committee input into development of new Specification September 2017 Compilation of Specification and all other tender documents February 2018. Issue ITT April 2018
<b>KA.66</b>	Optimisation of on-street parking for all user groups within existing Resident Permit Zones.	Detailed survey of 12 existing Resident Permit Zones 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.	September 2017	Parking Manager	Scheme is live and permits are actively being sold. To all intents and purposes this Action can be regarded as fully met.
<b>KA.67</b>	Implementation of grassed verge and footway parking restrictions	Successful promotion of Experimental Traffic Regulation Order to create maximum two restricted areas per ward. Implementation of ban.	September 2017  January 2018	Parking Manager	Members decided not to take the scheme forward.

## CORPORATE PRIORITY: ENABLE A FLOURISHING LOCAL ECONOMY

### Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities

	Action	Measure/Key milestone	Deadline	Lead Officer	Progress made by 31 March 2018
<b>KA.68</b>	Support a Task and Finish Group to review options for sustainable transport in the district.	Recommendations to Environment Scrutiny Committee Actions agreed at Scrutiny and Exec to be implemented	7 <sup>th</sup> March 2017	Head of Communications, Strategy and Policy	<p>The group made recommendations in March 2017 and since then a sustainable transport officer has been seconded from the County Council (funded 50% East Herts and 50% County).</p> <p>That officer (Stephen Lloyd Jones) is working on section 106 contributions for transport initiatives on new developments and green travel planning for staff (which includes proposals for staff car park charging).</p> <p>In addition the Council actively responded to the County Council's LTP4/ 2050 Transport Vision process which is expected to be published shortly. We hope to ensure Bishop's Stortford is recognised as a sustainable travel town in the county.</p>
<b>KA.69</b>	Work with key partners such as the County Council on sustainable transport solutions for East Herts, including community transport and green travel planning.	Review opportunities for developing community transport to further the council's Health and Wellbeing objectives	September 2017	Service Manager – Community Wellbeing and Partnerships/ Head of Communications, Strategy and Policy	As per the above the new sustainable transport officer has been strengthening our input into section 106 contributions earmarked for transport. For example East Herts are now actively involved in the HCC Highways Officer Steering Group which is used by County to inform decisions around transport investment. It is anticipated that this will result in further interventions during the 18/19 year.
<b>KA.70</b>	Review CCTV	Review the need for replacement/upgrade of existing cameras Review coverage Seek resources through the Medium Term Financial Plan as appropriate Review client and governance arrangements regarding the shared CCTV service	June 2017 June 2017 September 2017 December 2017	Service Manager – Community Wellbeing and Partnerships	<p>Review moving forward. HCC providing crime stats in relation to major town locations across district</p> <p>Review of governance of shared CCTV shared services is in process which is assessing all aspects of agreement. The review of coverage and replacement, movement or upgrade of any existing cameras is underway following information relating to crime and ASB has been provided by HCC. Each camera is being reviewed to ensure compliance with legislation and that they are fit for purpose and addressing a social need.</p>

## 2017/18 Internal Actions (ie. not directly related to delivery of Corporate Plan Priorities but essential to the running of the business)

	Action	Measure/Key milestone	Deadline	Lead Officer	
KA.79	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 2017	Principal Accountant	All transactions were carried out within the Treasury Management Strategy and provided maximum yield.
KA.80	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 the quarterly performance reports.	Quarterly Performance report approved by Leadership team, Scrutiny and Executive each quarter	Finance Officer	Income streams monitored on a quarterly basis and reported through the monthly Healthcheck report.
KA.88	Review of Shared Audit Service.	Adequate & effective audit arrangements in place.	March 2018	Head of Strategic Finance and Property	Continuous review undertaken at Performance, Audit and Governance Committee.
KA.89	Review of Shared Anti-Fraud Service.	Adequate and effective anti-fraud arrangements in place.	March 2018	Head of Strategic Finance and Property	Continuous review undertaken at Performance, Audit and Governance Committee.
KA.97	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	<p>The property portfolio has been re-valued as at 31 December 2017 and external audit's queries so far have been addressed. The Asset Management Group has been reconvened with 2 meetings to date with an opportunity to provide update Members.</p> <p>There is regular reviewing in conjunction with operational departments and now extending to the Property Company to ensure all opportunities are fully explored and there is feedback relating to projects.</p> <p>The Locality Review for Hertford and Ware concluded that the department is already aware of potential in the portfolio and will be extending this summer to include the Bishop's Stortford area.</p> <p>Continual liaison with the Herts Property Forum and ACES and colleagues in other public sector organisations ensure that management practices are up to date and external contacts are maintained.</p> <p>There is general on-going review of the estate through inspections, the IDOX electronic database and regular meetings</p>

<b>KA.104</b>	Deliver the milestones for 2017/18 set out in the four year ICT Strategy.	<b>EHPI 9.8</b> – Delivery of Key Milestones in the ICT Strategy	March 2018	Head of Business & Technology Services	Cancelled- The Partnership Board have prioritised the formulation of a single shared IT Strategy for East Herts and Stevenage. Actions from the old Strategy have effectively been superseded by delivery of the IT Improvement Plan in the interim.
<b>KA.109</b>	Review and deploy new communication technologies and methods.	Support member and officer working group on new ways of communicating. <b>NEW EHPI 5.12a</b> – Social Media: Number of followers (twitter followers). <b>NEW EHPI 5.12b</b> – Social Media: Number of followers (facebook likes) Number of Social media impressions Number of gov.delivery users	March 2018	Communications and Digital Media Manager	In 2017 the council launched an Instagram account which has been steadily growing in the number of followers. Alongside this a renewed focus on use of social media for comms campaigns has seen incremental increases in our digital footprint (especially across twitter and Facebook).  The Communications and Digital Media team have also experimenting with email marketing content to see what subscribers are most interested in. 'Click through' rates for traditional press releases tend to be quite poor. However events, specifically events and activities for children tend to have a better response rate with users spending longer on the website as a result. This will inform a new approach to email marketing in 2018.
<b>KA.141</b>	Maximisation of in-year council tax collection.	Target for <b>EHPI10.2</b> – Council tax collection, % of current year liability collected achieved.	March 2018	Head of Revenues and Benefits	EHPI10.2: 98.3%. Slight decrease on 2016/17 (98.4%) possibly due to reduced staff levels and bank holiday weekend reducing cash values posted to accounts in year.
<b>KA.149</b>	Maximisation of in-year Business Rates collection.	Target for <b>EHPI10.4</b> – NNDR (business rates) collection, % of current year liability collected achieved.	March 2018	Head of Revenues and Benefits	EHPI 10.4: 98.4%. Increase on 1016/17 (97.76%)
<b>KA.155</b>	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 2018	Head of Revenues and Benefits	Target achieved
<b>KA.156</b>	Respond to customers desire to access services 24/7 using e technology.	Increase in self-service options for customers.	March 2018	Head of Revenues and Benefits	New online services provided and further modules to follow in 2017/18.