

ERP E
DRAFT SERVICE PLANS 2019/ 2020

Please note: red text refers to performance indicators which will be used to monitor progress against the key actions. In some cases this will be done through the use of specific targets in other cases it will be done through monitoring trends and trajectories. Normal text refers to specific milestones or outputs that need to be achieved in order for the action to be achieved. When the service plans are adopted all indicators and milestones will be uploaded to the council's performance management portal which Members have access to.

In addition to the above there are a number of key actions to be delivered over the 2019/20 year which do not fit neatly within the Corporate Strategic Plan objectives. These tend to be 'back office' related actions which are not directly of interest to stakeholders but are critical to ensuring the council is able to deliver its objectives. Those actions are listed below and will form part of the information which Members can access on the performance management portal

Corporate Priority: People			
Outcome: Communities engaged in local issues			

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Implement East Herts Community Lottery	<ul style="list-style-type: none"> • £19,000 raised for good causes operating in East Herts 	31 March 2020	Head of Strategic Finance and Property
Implement crowd funding initiatives	<ul style="list-style-type: none"> • £30,000 raised in supplementary budget for expanded works at Hartham common • £50,000 raised in supplementary budget for expanded works at Hartham common (stretch goal if first target achieved) 	31 March 2020	Head of Strategic Finance and Property
Continue to grow social media channels and increase digital footprint	<ul style="list-style-type: none"> • No. of Twitter followers • No. of Facebook likes • No. of Instagram followers • No. of LinkedIn connections • No. of subscribers to email marketing 	31 March 2020	Communications and Digital Media Manager

Corporate Priority: People			
Outcome: Support for our vulnerable families and individuals			

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Ensure the council fulfils its Safeguarding responsibilities	<ul style="list-style-type: none"> • Deliver the actions arising from the Safeguarding Adults Self-Assessment • Deliver the annual programme of safeguarding training 	31 March 2020 31 December 2020	Service Manager – Community Wellbeing and Partnerships
Minimise time elapsed to process new claims and changes in circumstances.	<ul style="list-style-type: none"> • Time taken to process Housing Benefit new claims and change events achieved (target 10 days) 	31 March 2020	Head of Revenues and Benefits
Work with partners to provide support to customers in difficulty.	<ul style="list-style-type: none"> • Utilise discretionary Housing Payments to alleviate transitional difficulties • Proactively work to avoid fraud and to ensure suspected cases are investigated 	31 March 2020	Head of Revenues and Benefits
Work with partners to assist customers through the transition into universal	<ul style="list-style-type: none"> • Customers assisted and signposted appropriately when 	31 March 2020	Head of Revenues and Benefits

credit	transitioned into universal credit.		
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Corporate Priority: People
Outcome: residents living active and healthy lives

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
To review the promotion of E-taxis within the district following the pilot	<ul style="list-style-type: none"> Measure to be developed 	31 March 2020	Service Manager – Licensing and Enforcement
O2.1 Invest in our parks and open spaces to encourage health and fitness including improvements to parks.	<ul style="list-style-type: none"> Subject to funding deliver agreed actions identified in management plan for Hertford Castle Grounds in partnership with the Town Council. (draft plan completed, public consultation in 2018/19). Deliver a new destination play area at Hartham Common. Play area improvements to Trinity Close, Bishops Stortford funded through Redrow Homes Section 106 contributions Further access improvements at Buryfields, Ware (following on from County cycle path funded from Asda development) funded through McCarthy and Stone Baldock Street section 106) Introduce revised programme to continue investment in the Council's play areas ensuring they are fit for use, providing good levels of play value with equipment in an acceptable condition. 	March 2020 March 2020 March 2020 March 2020	Leisure and Parks Development Manager
£30m investment into leisure services in the district (Hartham and Grange Paddocks' Leisure Centres)	<ul style="list-style-type: none"> Procure a leisure operator contract for East Herts leisure facilities by October 2019. 	Oct 2019	Leisure and Parks Development Manager

Corporate Priority: Places
Outcome: Attractive Places

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Implementation of Master Planning process for all significant development sites	<ul style="list-style-type: none"> Number and % of Master Plans successfully completed and endorsed by the Council Achievement of policy objectives identified in District Plan 	31 March 2020	Service Manager (DM) Quality Places
Harlow and Gilston Garden Town Development	<ul style="list-style-type: none"> Successful engagement with Garden Town Successful outcome of Gilston Concept Framework and Master Planning processes Continuing community engagement Commencement and implementation of development 	31 March 2020	Service Manager (DM) Quality Places
Effective planning enforcement	<ul style="list-style-type: none"> % visits undertaken in relation to urgent cases within 2 workings days of 'start date' Quantitative and qualitative customer feedback 	31 March 2020	Planning Enforcement Manager
Proactive Conservation and Urban Design service	<ul style="list-style-type: none"> Completion of remaining Conservation Area Assessment work 	31 March 2020	Head of Planning and Building

			Control
Reduce fly tipping	<ul style="list-style-type: none"> Fly tipping action plan in place Removal fly tips within 2 days 	31 March 2020 and ongoing	Enforcement and Inspection Team Manager
Explore the implementation of tackling littering from vehicles	<ul style="list-style-type: none"> NI 195 local environment quality inspections of litter by roads undertaken by joint waste client team. Consideration of adoption of new enforcement activities in line with the new legislation. Council officers trained in new legalisation 	March 2020	Enforcement and Inspection Team Manager
Review of Public Space Protection Orders	<ul style="list-style-type: none"> Council agreement on orders which are to : <ul style="list-style-type: none"> Continue Amend Cease 	May 2019	Enforcement and Inspection Team Manager
Co-ordination and promotion of the arts and cultural offer in East Herts.	<ul style="list-style-type: none"> Engage with developments for the Year of Culture 2020 	Sept 2019 – Dec 2020	Theatre Director with Marketing Manager
Hertford Theatre – Develop business models for expansion	<ul style="list-style-type: none"> Commission works for pre-construction stage of the expansion of Hertford Theatre 	31 March 2020	Theatre Director with Project Team
Deliver successful Heritage Lottery Fund (HLF) Stage 2 bid for Castle Park, Bishop's Stortford.	<ul style="list-style-type: none"> Deliver works of £1.2m+ (subject to successful application), as agreed with HLF to develop the site to a 'destination' status. Provide improved facilities for the community of Bishop's Stortford in partnership with the Town Council. Improve the attractiveness of the town as a place to visit. Install new tennis courts in Castle Park in partnership with the Town Council to offset loss of old courts and improve the quality of provision (subject to HLF stage 2 approval and planning approval) 	Apr 2019 – Sept 2020 March 2020	Leisure and Parks Development Manager
Re-tendering of Grounds Maintenance Contract	<ul style="list-style-type: none"> Contract Start 	1 Jan 2020	Leisure and Parks Development Manager
Fitness and Play Audit (Deliver 10 year re-audit of play areas across district with addition of open space fitness provision to measure success of improvements and to determine future projects.	<ul style="list-style-type: none"> Audit complete and options identified 	31 March 2019	Leisure and Parks Development Manager
Deliver effective waste collection services	<ul style="list-style-type: none"> Less than 30 missed bins per 100,000 	31 March 2020	Joint Waste service Manager
Maintain recycling rates above 50%	<ul style="list-style-type: none"> Residual household waste per household Recycling rates at end of year above 50% 	31 March 2020	Joint Waste service Manager
Promote trade waste recycling	<ul style="list-style-type: none"> Trade waste recycling introduction reviewed and expanded into other towns/Business areas 	31 March 2020	Joint Waste service Manager
Review of waste collection and cleansing services at events	<ul style="list-style-type: none"> Potential saving to Council as a result of not subsidising private events. 	October 2019	Joint Waste service Manager
Review requests for new bins at developments and replacement bins	<ul style="list-style-type: none"> Potential saving to Council 	October 2019	Joint Waste service Manager
Review of management of excess waste and contamination at flats	<ul style="list-style-type: none"> Potential saving to Council, through greater engagement from residents and managing agents 	October 2019	Joint Waste service Manager
Review of provision of public conveniences	<ul style="list-style-type: none"> Potential saving to the Council by the introduction of the community toilet scheme or transfer of service in Buntingford and 	October 2019	Joint Waste service Manager

	Sawbridgeworth		
Parks and Open Parks Strategy	<ul style="list-style-type: none"> Updated Parks and Open Spaces Strategy 	March 2020	Leisure and Environment Service Manager

Corporate Priority: Places

Outcome: Future places

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Support and develop future input into strategic planning role	<ul style="list-style-type: none"> Strategy to consider development post 2031 across Hertfordshire through HIPP Continued engagement through Co-op for Sustainable Development Board (with Harlow, Uttlesford and Epping Forest). 	31 March 2020	Head of Planning and Building Control
Programme of Planning Policy work	<ul style="list-style-type: none"> Formulation of work programme Delivery of agreed work programme 	31 March 2020	Service Manager, Planning Policy
Effective Development Management service	<ul style="list-style-type: none"> % Processing of planning applications dealt with in timely manner- Other applications (target under 8 weeks). % Processing of planning applications dealt with in timely manner - Minor applications (target under 13 weeks) % Processing of planning applications dealt with in timely manner - Major applications (target under 13 weeks) Engagement through pre-application and PPA processes in accordance with PIs 	31 March 2020	Service Manager (DM) Quality and performance
Adopt and deliver the Millstream business plan	<ul style="list-style-type: none"> Properties purchased/developed Income received 	31 March 2020	Head of Housing and Health
Provide affordable housing (review options for maximising affordable housing and community-led housing delivery, revise the Affordable Housing Supplementary Planning Document in line with the District Plan timetable)	<ul style="list-style-type: none"> % of Affordable homes delivered on section 106 developments in Towns against a 40% cumulative Planning Policy target % of Affordable homes delivered on section 106 developments in Villages 	31 March 2020	Housing Development and Strategy Manager
Neighbourhood Planning	<ul style="list-style-type: none"> Continuing support and advice to Neighbourhood Plan Groups Successful examination and referendum of Neighbourhood Plans Neighbourhood Plans 'made' and policy objectives achieved 	Throughout year to April 2020	Service Manager, Planning Policy

Corporate Priority: Businesses

Outcome: Support for our businesses and the local economy

Action:	Performance measures or project milestones:	Deadline	Lead Officer
Continue to run the Launchpad facility in Bishop's Stortford and expand into Hertford/ Ware	<ul style="list-style-type: none"> Number of businesses using the facility for more than 3 months (target: 30) Total income generated from Launchpad users (target: £15,000) 	31 March 2020	Business Engagement Manager
Manage SLA with Visit Herts to promote East Herts as a visitor destination	<ul style="list-style-type: none"> Total value of visitor economy to East Herts (annual) 	31 March 2020	Business Engagement

	<ul style="list-style-type: none"> • Total number of day trips and overnight trips to district (annual) • Total number of jobs in district attributed to visitor economy (annual) • Vacancy rates in town centres 		Manager
<p>Deliver grants:</p> <ul style="list-style-type: none"> • Ensure residual EU Rural Development Programme monies are allocated • Undertake evaluation of the business rates discretionary grants programme • Investigate opportunities in the UK Prosperity Fund 	<ul style="list-style-type: none"> • No. of East Herts businesses successful in applying to RDP (annual) • Amount of £ invested in East Herts through the RDP (annual) • No. of new jobs in East Herts created through the RDP (annual) 	31 March 2020	Business Engagement Manager
Sponsor the CVS "dragons apprentice" event for entrepreneurs in schools	<ul style="list-style-type: none"> • Amount (£) raised for local charities 	31 March 2020	Head of Communications, Strategy and Policy
Cross-boundary working taxi enforcement	<ul style="list-style-type: none"> • Carry out cross-boundary taxi enforcement work • Promote more consistent taxi licensing convictions policies across the region through the Herts and Beds Licensing Group • Promote higher taxi standards from companies operating out of Stansted airport through joint work with Uttlesford District Council the Stansted Airport Consultative Group 	31 March 2020	Service Manager – Licensing and Enforcement
Review of Residential Parking Zones policy	<ul style="list-style-type: none"> • review completed, funding opportunities investigated, outcomes reported 	31 March 2020	Acting Parking Services Manager
Maintenance and consolidation of on-street Traffic Regulation Order	<ul style="list-style-type: none"> • Biennial consolidation of Traffic Regulation Orders undertaken by the County Council 	April 2019	Acting Parking Services Manager
Assist and support with the procurement of car park management system for new Northgate End MSCP	<ul style="list-style-type: none"> • Installation of an appropriate car park management system to meet all requirements of ORL delivery board 	June 2019	Acting Parking Services Manager
Review of parking enforcement policy	<ul style="list-style-type: none"> • Embed new enforcement contract • Launch ANPR vehicle in East Herts for school zig zag enforcement • Advertise and offer out of hours telephone parking enforcement request service 	<p>April 2019</p> <p>September 2019</p> <p>April 2019</p>	Acting Parking Services Manager
Play an active role in emerging Hertfordshire Growth Board	<ul style="list-style-type: none"> • Growth projects supported in the district 	31 March 2020	Head of Communications, Strategy and Policy

Corporate Priority: Businesses**Outcome: Vibrant town centres**

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Develop Old River Lane site: Old River Lane mixed use development scheme (masterplanning, viability assessment, consultations, design, planning, procurement, construction) and Multi-Storey Car Park (land negotiations, design, planning, procurement, construction) Work in partnership with Rhodes Trust and Town Council to develop detailed business case and operating model for new Art Centre	<ul style="list-style-type: none"> Development Agreement signed with preferred with developer for ORL site Contractor appointed for Northgate End and on site delivering scheme 	31 March 2020	Chief Executive
Undertake feasibility study for a Hertford and Ware Business Improvement District	<ul style="list-style-type: none"> Completion of feasibility study and proposed next steps (if any) 	30 September 2019	Business Engagement Manager
Support the proposed Markets service change to ensure the seamless continuation of the offer in Hertford & Ware	<ul style="list-style-type: none"> Existing traders supported in applying for street trading consents at Hertford and Ware. Service change achieved smoothly and on target. 	30 September 2019	Enforcement and Inspection Team Manager
Implement business rates' relief scheme for retailers (as outlined in Chancellor's Autumn Budget Statement)	<ul style="list-style-type: none"> Number of businesses supported 	31 March 2020	Head of Revenues and Benefits
Shaping Stortford to promote and facilitate the delivery of projects and developments in the Town Centre Planning Framework.	<ul style="list-style-type: none"> Bishop's Stortford Parking Strategy adopted Bishop's Stortford Transport Strategy adopted 	31 March 2020	Deputy Chief Executive

Corporate Priority: Businesses**Outcome: Working with others, to have achieved the right infrastructure for our businesses and communities**

Action:	Performance measures or project milestones:	Deadline:	Lead Officer:
Implement Green Travel Plan	<ul style="list-style-type: none"> Modal shift of East Herts staff commuting patterns (% of journeys by car, bike, train, foot) 	31 March 2020	Head of Communications, Strategy and Policy
Work with key partners such as the Local Enterprise Partnership, County Council and London Stansted Cambridge Consortium on identifying infrastructure requirements and bring them to fruition	<ul style="list-style-type: none"> Number of transport and infrastructure schemes delivered in the district 	31 March 2019	Head of Communications, Strategy and Policy
Support economic planning objectives of the Innovation Corridor, Digital Innovation Zone, Strategic Alliance, Better Business for All, Harlow and Gilston Garden Town	<ul style="list-style-type: none"> N/A 	31 March 2020	Business Engagement Manager

Corporate Priority: All

Action	Performance measures or project milestones:	Deadline	Lead Officer
Deliver Single Customer Services Team Project: <ul style="list-style-type: none"> Planning Housing and Health Revenues and Benefits 	<ul style="list-style-type: none"> Reduction in cost 	31 March 2020	Head of Communications, Strategy and Policy

Action	Performance measures or project milestones:	Deadline	Lead Officer
Ensure consistent quality of response at first points of contact across all channels	<ul style="list-style-type: none"> Satisfaction with council services (web target: 50%, telephony target: 80%, face to face target: 80%) measured via govmetric (monthly) % complaints responded to within 10 working days (target: 70%) % complaints upheld at stage 1 (target: 25%) 	31 March 2020	Customer Services Manager
Implement Digital East Herts Programme	Volume and proportion of customer contacts by: <ul style="list-style-type: none"> Email (monthly) Face to face (monthly) Calls (monthly) Web based/ web forms (monthly) 	31 March 2020	Head of Communications, Strategy and Policy
Implement new council website	<ul style="list-style-type: none"> SOCITM rating 	30 September 2019	Communication and Digital Media Manager
Provide policy support and analysis for the Council's Executive and Leadership Team	<ul style="list-style-type: none"> Qualitative feedback 	31 March 2020	Head of Communications Strategy and Policy
Ensure all impact of all council decisions on protected characteristics are fully understood	<ul style="list-style-type: none"> No. of EIAs undertaken 	31 March 2020	Head of Communications Strategy and Policy
Sustaining a skilled, flexible and motivated workforce –to deliver quality services which meet current and anticipated service needs	<ul style="list-style-type: none"> Implement reward and benefit packages that give choice to our workforce and support work life balance. Delivery of additional HR modules within new system 	31 March 2020	Head of Human Resources and Organisational Development
Review current terms and conditions.	<ul style="list-style-type: none"> Implementation of new terms 	31 March 2020	Head of Human Resources and Organisational Development
Planning for the workforce – develop and implement workforce planning; addressing recruitment and retention issues	<ul style="list-style-type: none"> Deliver workforce planning (focusing on hard to fill, retention, career paths, skills, learning and development) Develop innovative recruitment and retention initiatives 	31 March 2020	Head of Human Resources and Organisational Development
Deliver the OurWorkspace programme (formerly 'Accommodation Review')	<ul style="list-style-type: none"> complete phase 2: re-provision of ground floor and reception area 	31 March 2020	Deputy Chief Executive
Maximisation of in-year council tax collection.	<ul style="list-style-type: none"> Council tax collection, % of current year liability collected achieved. 	31 March 2020	Head of Revenues and Benefits
Maximisation of in-year Business rates collection.	<ul style="list-style-type: none"> Business rates collection% of current year liability collected achieved. 	31 March 2020	Head of Revenues and Benefits
Maximisation of collection of prior year arrears.	<ul style="list-style-type: none"> Level of outstanding arrears reduced. 	31 March 2020	Head of Revenues and Benefits
Provision of support and advice to customers experiencing difficulty in paying their liability.	<ul style="list-style-type: none"> Customers sustain repayment arrangements thus avoiding enforcement action. 	31 March 2020	Head of Revenues and Benefits
Proactive anti-fraud and avoidance activity to minimise loss of liability.	<ul style="list-style-type: none"> Reliefs and discounts are reviewed and monitored using data matching etc. where appropriate. 	31 March 2020	Head of Revenues and Benefits
Maximisation of new liability.	<ul style="list-style-type: none"> Regular monitoring of all localities to identify and verify the timely inclusion of new builds and other developments into the rating list is carried out throughout the year. 	31 March 2020	Head of Revenues and Benefits
Provision of a professional and appropriate service to all customers needing to engage with the service.	<ul style="list-style-type: none"> Customer satisfaction levels. 	31 March 2020	Head of Revenues and Benefits
Idox Optimisation Programme for DM service	<ul style="list-style-type: none"> Speed of delivery of DM service Printing/ paper consumption Costs identification and management for DM service 	31 September 2019	Deputy Chief Executive

Action	Performance measures or project milestones:	Deadline	Lead Officer
Develop the role of legal services to deliver advice and guidance in a timely and cost effective manner and reducing the council spend on external legal advice	<ul style="list-style-type: none"> • Cost reduction • Increase in staff and decrease in external reliance for legal support 	31 March 2020	Head of Legal and Democratic Services
Publication of Register of Electors	<ul style="list-style-type: none"> • Successful publication 	01 December 2019	Head of Democratic and Legal Services
Support the Digital East Herts programme by increasing the range of online services available in ModGov	<ul style="list-style-type: none"> • Number of forms properly web enabled 	31 May 2019	Head of Democratic and Legal Services
Respond to FOIs in a timely manner	<ul style="list-style-type: none"> • % FOIs dealt with within 20 days (target 90%) 	31 March 2020	Head of Democratic and Legal Services