

SERVICE PLANS 2019/ 2020 – PROGRESS UPDATES FOR ANNUAL REPORT

Corporate Priority: People

Outcome: Communities engaged in local issues

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| 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 | The lottery was very successful in its first year and raised over £27,700 for good causes. |
| 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 | This initiative required a lot of effort from colleagues across the council, particularly the Communications Team. However, the target proved too ambitious and the funds raised fell just short of £11,000. |
| 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 | <p>General trend is an increase in social media followings. Our email bulletin (network) has been steadily growing to the point where we now need a paid for service. We previously used GovDelivery which is the market leader but was costly at over £12k per annum. Our new provider only costs a few hundred pounds a year.</p> <p>There was a spike in facebook and twitter usage in late March following Covid-19 restrictions.</p> <ul style="list-style-type: none"> Twitter – 10,305 followers Facebook – 2714 followers, 2390 likes Instagram – 1572 followers LinkedIn – 797 followers Network – 1991 subscribers |

Corporate Priority: People

Outcome: Support for our vulnerable families and individuals

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| 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 | <p>31 March 2020</p> <p>31 December 2020</p> | Service Manager – Community Wellbeing and Partnerships | <p>Attended HSAB self-assessment day and amended the action plan following on from feedback. Policy Group has been formed to have oversight of the action plan and ensure highlighted actions are delivered by stated deadlines throughout the year.</p> <p>Safeguarding Policy review took place March 2020. Amendments to policy are in the process of being made.</p> |

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| | | | | The safeguarding training programme will be updated in line with any changes. Skills Build module currently available and extended to members. Face to face training is due to take place later in the year where necessary. |
| 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 | 6.6 days for the year (see performance data) |
| 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 | DHP grant fully spent in 2019/20 supporting vulnerable customers. Close working with SAFS to avoid fraud and investigate suspected cases. |
| Work with partners to assist customers through the transition into universal credit | <ul style="list-style-type: none"> Customers assisted and signposted appropriately when transitioned into universal credit. | 31 March 2020 | Head of Revenues and Benefits | This continues with the DWP, and local agencies, including the use of Discretionary Housing payments. |

Corporate Priority: People

Outcome: residents living active and healthy lives

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| 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 Environmental Sustainability Co-ordinator | Delays from the provider linked to funding and other issues. All relevant support provided but little progress. Still ongoing. East Herts fully signed up to the three year Herts 2025 E-taxi project as a project partner on time, but was ultimately the only District out of three who originally expressed interest to do so. Separately East Herts undertook a black box telematics survey of interested drivers which demonstrated that the move to EV taxis had good potential. As the Scheme is funded through an ERDF grant, a requirement of which required multi district engagement, MHCLG reviewed the scheme and asked Electric Blue (who are the Project leads) to revise its operation and seek simple statements from each authority in Hertfordshire. East Herts duly confirmed its support. It is understood that MHCLG has received the revised proposals for the scheme and statements of support and their confirmation to Electric Blue is awaited. In the meantime Electric Blue commissioned consultants to undertake a cross Herts taxi survey to determine current levels of support from the taxi trade across Hertfordshire as a whole, given that the project is now countywide. It is understood that this is scheduled to be undertaken during |

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| | | | | May/June. East Herts taxi licensing team has provided the required information to assist the survey and a report form Electric Blue is anticipated in the next couple of months. |
| 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. | <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> <p>March 2020</p> | Leisure and Parks Development Manager | <p>Public consultation for Hertford Castle Grounds management plan completed with encouraging feedback, this has been assessed and publishing the document in partnership with the Town Council is under way. The process was delayed to consider overall management of the park; now resolved. Delivery of the plan will therefore proceed this year focussing on the exploration of a bid to the National Lottery Heritage Fund.</p> <p>The new play area at Hartham is fully designed and specified, with planning approval. Due to commence installation in April, however delayed due to uncertainty in equipment supply streams during the Covid-19 crisis. The contractor awarded the work has agreed to this postponement.</p> <p>Trinity Close Project extended to July 2020 due to resource issues with GM contract tender and mobilisation. Well received consultation, design and procurement documents all now in place. Installation works were due to be issued April, now assessing the impact of Covid 19 with potential contractors and suppliers, it may still be possible to proceed.</p> <p>Access improvements at Buryfields were delayed to fit in with budget alterations and a preference to deliver this project later in 2020. Completion date shifted to end July 2020 but may still need to delay further depending on whether contractors and supplies are available Covid 19 situation. If supplies are available, it is hoped that a contractor will be able to take on the work under current exemption for construction work but this will be assessed further before tendering.</p> <p>The play audit has been completed and a programme of works identified to be costed into capital and revenue budgets through 2020 to 2023.</p> |
| £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 | <p>The leisure operator procurement has been completed, and Sports and Leisure Management Ltd have been confirmed as the operator for the 15 year contract that commenced on the 1 Jan 2020.</p> <p>Work on the new Grange Paddocks leisure centre started on site in March and re-design work will shortly commence regarding the Hartham extension and refurbishment.</p> |

Corporate Priority: Places

Outcome: Attractive Places

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| 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 | <p>Policy DES1 of the District Plan requires all 'significant' development to prepare a Master Plan. In accordance with DES1, the following Master Plans have now been completed and endorsed by the Council:</p> <ul style="list-style-type: none"> • BISH7 - The Goods Yard, Bishop's Stortford - endorsed by Council on 13 December 2017 • SAWB2 - North of West Road, Sawbridgeworth - endorsed by Council on 25 July 2018 • SAWB3 - South of West Road, Sawbridgeworth - endorsed by Council on 25 July 2018 • BISH5 - Bishop's Stortford South - endorsed by Council on 25 July 2018 • EOS1 - East of Stevenage - endorsed by Council on 17 October 2018 • HERT2 - Mead Lane Area, Hertford - endorsed by Council on 19 December 2018 • HERT3 - North of Welwyn Road, Hertford - endorsed by Council on 5 March 2019 • HERT3 - South of Welwyn Road, Hertford - endorsed by Council on 5 March 2019 • HERT4 - North of Hertford (Sacombe Road, Bengoe) - endorsed by Council on 23 October 2019 • SAWB4 - Land to the North of Sawbridgeworth - endorsed by Council on 23 October 2019 • WARE2 - Land North & East of Ware - endorsed by Council on 23 October 2019 • BISH6 - Bishop's Stortford High School Site - endorsed by Council on 29 January 2020 • BISH9 - East of Manor Links, Bishop's Stortford - endorsed by Council on 29 January 2020 • HERT5 - South of Hertford - endorsed by Council on 29 January 2020 |
| 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 | <p>The Council continues to be an active partner in the Harlow and Gilston Garden Town (HGGT). The HGGT has been formed to bring forward development identified in the Councils District Plan, and the emerging Local Plans of partners in Harlow and Epping Forest. HGGT partners also include Hertfordshire and Essex County Councils.</p> <p>Over the last year the partner Councils have formulated and published an Infrastructure Delivery Plan (IDP) identifying</p> |

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| | | | | <p>the extent of infrastructure required to support the delivery of development. Consultation has also been undertaken in relation to the HGGT Transport Strategy, in which ambitious future sustainable transport objectives are set out.</p> <p>Supporting transport objectives, design work has commenced to shape the key element of the new transport infrastructure, the Sustainable Transport Corridors (STC). The partners (led by Hertfordshire County Council) have been successful in a Housing Investment Fund bid to the government, securing funding of £172m, to support this delivery.</p> <p>Following the completion of the Gilston Concept Framework, the Council has embarked on the preparation of the Gilston Charter. Consultation has now been completed on the draft Charter. The Charter sets out the approach to be undertaken in relation to the forthcoming strategic and development specific master planning work.</p> <p>Planning applications for the development of the whole of the Gilston District Plan allocation of 10,000 new homes have been submitted and are under consideration by the Council. Two further applications are also under consideration, proposing, respectively, increased capacity at the existing River Stort crossing between the Gilston area and Harlow and the provision of an additional crossing.</p> <p>Community engagement has continued through the year both through consultation on the planning applications, the Charter, preparation of the Neighbourhood Plan and the dedicated Gilston Area Steering Group on which representatives of the local community are included.</p> |
| 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 | <p>100% of visits relating to urgent cases undertaken within 2 working days of the start date.</p> <p>Proactive approach to seeking injunctions and responding to urgent cases especially in relation to unauthorised activity on gypsy and traveller sites. Enforcement appeals have been successfully defended and upheld.</p> <p>Good progress continues to be made on the backlog of cases balancing with available resources and new cases.</p> <p>The council was also successful in being awarded funding for two years for Green Belt enforcement project initiatives to tackle unauthorised advertising in the GB and be</p> |

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| | | | | <p>proactive in ensuring compliance with restrictive agricultural worker and holiday let conditions on GB accommodation.</p> <p>Initial work relating to the review of the planning enforcement policy and approach has started with it to progress further in 2020/2021.</p> |
| 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 | <p>There are currently 42 conservation areas in East Herts. The Council is carrying out a review of these and is producing a Conservation Area Character Appraisal for each one. The programme of work is now nearly complete.</p> <p>The following appraisals have been completed in the last year:</p> <ul style="list-style-type: none"> The Anstey Conservation Area Appraisal was agreed by Council on the 23 October 2019. The Benington Conservation Area Appraisal was agreed by Council on the 18 December 2019. The Patmore Heath Conservation Area Appraisal was due to be considered by Council on 13 May 2020; however this has been deferred to July 2020. This is the last of the existing reviews being undertaken. <p>Work is now underway to potentially designate some new conservations areas.</p> |
| 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 | Service Manager – Licensing and Enforcement | See performance data |
| 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 | Service Manager – Licensing and Enforcement | <p>Legislation changes in 2018 mean that council no longer have to prove who committed an offence and car owners are responsible for anything thrown from their vehicle. Local environment quality inspections of litter by roads are undertaken by joint waste client team.</p> |
| 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 | Service Manager – Licensing and Enforcement | Complete, next scheduled review is May 2022. |
| 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 | On-going engagement with HYOC where possible via digital platforms. Live events cancelled/postponed due to enforced COVID-19 closure. |
| 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 | On-going. Programme extended due to Covid-19. |

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| 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 | All consultation work completed leading to well received designs to refurbish community centre, install new bridge, conserve ancient monument, install new teenage place space and improve the park landscape. A wide range of successful events and community archaeology has been completed. However, all events now either postponed or shifted to video conferencing due to Covid 19 restrictions. Project Management consultant putting together tender documents aiming to go out to tender for all contracts. This was originally planned for May but has been slightly delayed by the Covid 19 restrictions. As a standalone project funded largely through grant and lower value than other major projects, this may proceed if able to without adverse effect, current programme is for construction to commence Sept/Oct 2020. |
| Re-tendering of Grounds Maintenance Contract | <ul style="list-style-type: none"> Contract Start | 1 Jan 2020 | Leisure and Parks Development Manager | Contract successfully awarded to Glendale, a leading grounds maintenance provider. Tendering process resulted in high quality scores within the projected budget. The contract commenced Jan 2020. Mobilisation has been progressing well and the contractor performing to standard despite difficult circumstances due to Covid-19 crisis. |
| 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 | Audit completed successfully as previously reported. |
| 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 | The target was reviewed O&S and agreed a new target to be implemented for 2020/21 as the target is now not considered an effective performance indicator. |
| 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 | The 18/19 recycling rate was 49.4%. Maintenance above 50% is dependent on a prolonged growing season and the levels of garden and food waste sent for composting. The year end figure is not yet confirmed but a recycling rate close to 50% is expected. |
| 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 | Postponed until 20/21 due to staff shortages. |
| 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 | Postponed until 20/21 due to staff shortages to be combined with trade waste review. |
| 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 | Postponed until 20/21 due to staff shortages. |
| Review of management of excess waste and | <ul style="list-style-type: none"> Potential saving to Council, through greater engagement | October 2019 | Joint Waste service | Processes have been developed to ensure greater liaison |

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| contamination at flats | from residents and managing agents | | Manager | with managing agents. |
| 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 Sawbridgeworth | October 2019 | Joint Waste service Manager | Completed for Sawbridgeworth, Buntingford still in operation. |
| Parks and Open Parks Strategy | <ul style="list-style-type: none"> Updated Parks and Open Spaces Strategy | March 2020 | Leisure and Parks Development Manager | This work is being slipped forward to 2020/21 |

Corporate Priority: Places

Outcome: Future places

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| 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 | <p>The Hertfordshire Growth Board MOU (October 2019) established agreement to collaborate on place-based working across Hertfordshire to address sustainable growth beyond 2031, including the development of Joint Strategic Plans (JSPs) for south-west and north-east-central Hertfordshire. The Head of Planning has been actively engaged in these ongoing discussions.</p> <p>The Council has continued to engage throughout the year with the Co-op for Sustainable Development Board. Cllr Haysey will take on the chair of the Board at the end of May 2020.</p> |
| 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 | <p>The Council updated its Local Development Scheme (the timetable for production of planning policy documents) on the 5 March 2019.</p> <p>The following planning policy documents have been/are being delivered:</p> <ul style="list-style-type: none"> Statement of Community Involvement (SCI) – adopted October 2019 Retail Frontages: Design and Signage Supplementary Planning Document – adopted October 2019 Affordable Housing Supplementary Planning Document – due to be adopted May 2020 Open Space, Sport and Recreation Supplementary Planning Document – due to be adopted May 2020 Gilston Area Charter Supplementary Planning Document – due to be adopted July 2020 |

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| | | | | <p>The Council's Housing Delivery Test (HDT) Action Plan was published July 2019.</p> <p>The Council's Authority Monitoring Report (AMR) 2018-19 and Five Year Land Supply Position Statement were published in October 2019.</p> <p>A 2020 LDS Update is currently being prepared and will be presented to the Executive in July 2020.</p> |
| 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 | <p>Other – 93%</p> <p>Minor – 88%</p> <p>Major – 70%</p> <p>See performance data</p> |
| 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 | <p>Five individual properties were purchased in line with the Business Plan approved by full Council in December 2018.</p> <p>Millstream recommendation to the council that the redevelopment of the Kingsmead site should not proceed as it was no longer financially viable. The existing site will now be upgraded by the council.</p> <p>The council's revenue target of £60k from Millstream's activities was achieved.</p> |
| 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 | A total of 292 new affordable homes (217 affordable rented homes and 75 shared ownership) were completed and advertised through the council's Choice Based Lettings Service or Home Buy Agent up to the end of the fourth quarter 2019/20. This is the highest number of new affordable homes achieved. |
| Neighbourhood Planning | <ul style="list-style-type: none"> • Continuing support and advice to Neighbourhood Plan Groups • Successful examination and referendum of | Throughout year to April 2020 | Service Manager, Planning Policy | Ongoing support and advice has been provided to Neighbourhood Plans groups during the year. A new East Herts Neighbourhood Planning Guidance Note was agreed |

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| | <p>Neighbourhood Plans</p> <ul style="list-style-type: none"> • Neighbourhood Plans 'made' and policy objectives achieved | | | <p>for publication by Council in March 2019.</p> <p>The Council now has six adopted ('made') Neighbourhood Plans:</p> <ul style="list-style-type: none"> • Bishop's Stortford - Silverleys and Meads • Bishop's Stortford - All Saints, Central, South and Part of Thorley • Braughing • Buntingford Community Area • Standon • Walkern <p>These Plans now form part of the development plan and are taken into account in the decision-making process.</p> <p>The Thundridge Neighbourhood Plan is currently at Examination.</p> |
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Corporate Priority: Businesses

Outcome: Support for our businesses and the local economy

| Action: | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
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| 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: £25,000) | 31 March 2020 | Business Engagement Manager | <p>Bishop's Stortford Launchpad continues to grow in terms of number of users and income. By end March 2020 we had a 57 paying clients (Stortford 51 & Ware 6) and income for February alone was £10,000. Financial year turnover was £56,000.</p> <p>The Ware Launchpad was opened in July 2019 in conjunction with Ware Town Council. This operates on a partnership basis with a 50/50 split in income. Turnover for Ware clients was £2650 in 19/20 which means Ware Town Council will receive £1325. Experience from the BS Launchpad shows that it takes time to build up a client base. In the first 6 months the BS Launchpad was open, income was just £3k (and this is a much larger venue - 36 desks and 3 meeting rooms as oppose to 12 desks and 1 meeting room in Ware).</p> <p>Both facilities were closed on 24 March following government guidance.</p> |
| 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) • Total number of day trips and overnight trips to district (annual) | 31 March 2020 | Business Engagement Manager | Visit Herts continue to promote destinations in the district as part of its wider destination management service for the county and through the SLA we have with them. Highlights |

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| | <ul style="list-style-type: none"> • Total number of jobs in district attributed to visitor economy (annual) • Vacancy rates in town centres | | | <p>include:</p> <ul style="list-style-type: none"> • The Big weekend: discounted visits to major attractions every Spring which is preceded by large amounts of marketing nationally and internally. Businesses taking part in East Herts in 2019 included Foxholes Farm, Hanbury Manor Marriott Hotel and Country Club, Henry Moore Studios and Gardens, Historic Hertford- Guided Walks, Tewin Bury Farm Hotel, Ventura Wildlife Park and Yew Tree Alpaca • Gourmet Gardens Trail which is aimed at visitors from Netherlands and Germany. This focuses on combining high quality food and garden experiences. Focusing on food and open spaces. East Herts participants include Hanbury Manor, Tewin Bury Farm, and The Falcon (Buntingford) • US Connections aimed at US travel trade. US Connections is a Discover England Fund project led by Destination Plymouth alongside 13 partners including Visit Herts. The project aims to develop and test a series of new, immersive, bookable itineraries for the US market to tempt tourists to visit regions of England outside of London. • The Explorers Road initiative was also launched. This Discover England funded project has created a 300- mile touring route between London and Northumberland that combines well-known visitor destinations with those that are off-the beaten track. Hertford is featured along with some key venues such as the Bull pub, Foxholes Farm shop, Scott's Grotto, Tewin Bury Farm, Lussmans and Benington Lordship Gardens. Visit Herts have been targeting tour operators who specialise in tours in Britain and Ireland whose key audiences are the Dutch and German market <p>More information on their activities can be found at: https://www.visitherts.co.uk/</p> |
| <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 | <p>The scheme closed in mid 2019 as all funds had been allocated. See performance data for full details.</p> <p>After Brexit no further EU funding will be received (unless it is already approved) however a "shared prosperity fund" will be set up to replace this. EU structural funding has largely been directed towards the less affluent parts of the EU and therefore the UK has traditionally been a net contributor as oppose to benefactor from funding. Within that Hertfordshire (or the East of England region as EU funding tends to operate on a regional basis) has been a relatively</p> |

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| | | | | low priority when compared to othe, statistically more deprived areas (eg. Cornwall is estimated to be the largest beneficiary of EU funding). It is anticipated that the shared prosperity fund will also prioritise areas according to need however no details of the scheme have been released. |
| 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 | <p>The total amount raised this year is £2,766 for local causes. This includes the Southern Maltings, Guideposts, Citizens Advice Service, HomeStart Herts and CHEXS. The senior schools taking part included Chauncy, St Mary's Catholic School and the Herts and Essex School. Primary Schools included Thundridge and Hertford St. Andrews. Dragon Mentor's included Councillors Graham McAndrew and Terence Beckett.</p> <p>Unfortunately the number of senior schools taking part has declined in recent years. This is due to staff turnover in schools and the difficulty in building new relationships. For the 20/21 year we will not be running the senior scheme but may consider continuing with the junior scheme. Prior to schools closing Hertford St. Andrews and Thundridge had signed up, along with St. John the Baptist, Larkspur Primary Academy and Hillmead Primary. This will of course be reviewed following government guidance on schools.</p> |
| 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 | <p>Working group set up with other Hertfordshire Authorities to work on combined policy, still ongoing. Vehicle age and Emission policy adopted by neighbouring authorities.</p> <p>New Suitability policy adopted, drafted in consultation with neighbouring authorities in the hope that they will adopt the same policy.</p> <p>Working on combined Covid-19 guidance.</p> <p>Uttlesford work complete with new team and improved policies and procedures in place. Requested additional support with IT utilisation, agreed by JG.</p> |
| 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 | A Task and Finish group was convened in 2019/20 and the review of the RPZ was considered as part of their work. This work is now being built in to a parking strategy for 2020/21 |
| 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 | Completed. |
| Assist and support with the procurement of car park management system for new | <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 | This work has slipped forward to 2020/21 and forms part of the parking strategy. |

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| Northgate End MSCP | | | | |
| 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 | <p>The enforcement contract through APCOA has now embedded with regular reviews of deployment levels.</p> <p>The ANPR work is currently on hold as this will need to be reviewed as part of the parking strategy.</p> <p>Out of hours telephone service is now live.</p> |
| 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 | <p>Large event as held in the Fielder Centre in October to launch the Growth Board and emerging thinking around place branding and identity (with a view to leveraging more investment for infrastructure).</p> <p>Herts Growth Board has progressed since then with a focus on defining branding, identify and actions for the growth board itself. The next phase (likely to be 2021) will be a campaign to get support from residents and key stakeholders in terms of securing infrastructure investment from central government.</p> |

Corporate Priority: Businesses

Outcome: Vibrant town centres

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
|---|--|-------------------|---|---|
| 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 developer for ORL site Contractor appointed for Northgate End and on site delivering scheme | 31 March 2020 | Chief Executive | Progress has been made with this project in the past 12 months. Despite the project manager leaving to take up a new role in March 2020 a contractor was appointed for Northgate End and works are due to commence in May/ June of this year. The MSCP is a key part of the project in terms of unlocking the viability of the rest of the site. The contractor (Rydons) are confident this will go ahead despite Covid-19 restrictions. Stakeholder engagement regarding the site and arts centre is on-going. |
| 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 | Engagement with local businesses indicated a low appetite to set up a business improvement district however traders in Hertford have formed the Hertford Hub. This is a group, chaired by local businesses, to represent and lobby on their behalf. With some funding from the district council they have now registered as a community interest community. In Ware the Town Council are in the process of employing a part time town centre manager. The economic development team will work closely with this person when in post. |
| 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 | Service Manager – Licensing and Enforcement | Complete. |
| 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 | Retail relief granted to 878 businesses, totalling £18.966,000. |
| 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 | Significant progress has been made with three workstreams established – South Street/Sustainable Travel/Schools and 20mph. A bid was submitted for Bishop's Stortford to become a Sustainable Travel Town in February. The first virtual meeting was held in April and was successfully attended by members. |

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: | Progress as at 31 March 2020 |
|--|--|---------------|---|---|
| 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 | Significant work was done around this over 2018/19 by the Sustainable Transport Officer (seconded to East Herts by HCC until May 2019). Proposals focused forcing behaviour change for modal shift by levying a charge to use the staff car park. These proposals were not progressing however since then various initiatives have been implemented to encourage green travel including a new shower block and changing facilities for staff and electric pool cars. A survey was due to run in March 2020 to see if there had been any modal shift however this was postponed due to Covid-19 restrictions |
| 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 | <p>Update on key issues as follows:</p> <p>HCC has carried out consultation on its revised Rail Strategy and a final document is expected to be published shortly. The Council is continuing to collaborate with HCC on its A414 Strategy and progression of Mass Rapid Transit (MRT) proposals. Work on the Eastern Area and South East Herts Growth and Transport Plans is due to continue, with consultation taking place in due course.</p> <p>Despite Covid-19 working restrictions, work on the construction of the A120 Little Hadham Bypass and Flood Alleviation Scheme continues. The scheme is currently anticipated to open in 2021'.</p> <p>A602 – 'Following the grant of planning permission in 2018, HCC is progressing with the final phase of the A602 Improvements Scheme, Section B, between Watton-at-Stone to Tonwell, with construction work expected to start on site in summer 2020 and, subject to Covid-19 restrictions, to be completed by 2022'.</p> |
| Support economic planning objectives of the Innovation Corridor, Digital Innovation Zone, Better Business for All, Harlow and Gilston Garden Town | <ul style="list-style-type: none"> N/A | 31 March 2020 | Head of Communications, Strategy and Policy | <p>East Herts continues to be active members of the LSCC and Digital Innovation Zone (Leader is a Board Member for the LSCC and Exec Member for Planning and Growth is a Board Member of the DIZ).</p> <p>The LSCC continues to lobby for infrastructure investment in the innovation corridor. Recently the central alliance area (EH, Broxbourne, Harlow, Epping Forest and Uttlesford) have</p> |

| Action: | Performance measures or project milestones: | Deadline: | Lead Officer: | Progress as at 31 March 2020 |
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| | | | | <p>employed an economic development advisor to raise the profile of the area to potential investors.</p> <p>The Digital Innovation Zone is an informal grouping of 11 different public (including local authorities, NHS trusts, education providers), private and voluntary sector partners across the areas of East Herts, Epping Forest, Harlow, Broxbourne and Uttlesford. It's chaired by Epping Forest District Council who also act as the lead agency in driving forward its agenda and loosely fits under the LSCC umbrella. The DIZ exists in response to the 'smart cities' agenda which focuses on ensuring large urban areas are digitally enabled to take advantage of new and emerging technologies around logistics, healthcare, transport, social trends and working patterns. There is currently no equivalent for smaller towns and rural areas. There is a risk that these communities will miss out on digital infrastructure investment. The DIZ provides a platform for these areas across West Essex and Eastern Hertfordshire to stronger case to government for investment in digital infrastructure. Current areas of work include the creation of a digital strategy outlining a vision for the future area, LFFN investment in healthcare (GP surgeries) and a Funding bid to MHCLG for additional broadband investment</p> |

Corporate Priority: All

| Action | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
|--|---|---------------|---|--|
| 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 | Transfer of Revenues and Benefits into customer services has been successful. Priorities for 20/21 year will be to remodel reception services and introduce different working arrangements for the team in order to maximise productivity |
| 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%, 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 | <p>Satisfaction scores for F2F remains the most popular channel with scores consistently above 80%. Website satisfaction has increased since the new website was launched but not to the extent we were hoping. Further changes have been made in March which has resulted in better scores and hopefully this trend will continue.</p> <p>In January we started tracking govmetric scores on emails to see what feedback is like from this channel. The Q4 data indicates satisfaction scores of close to 80%. Will continue to monitor this in order to gather further trend data and insight.</p> |

| Action | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
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| | | | | <p>Complaint performance is a concern. We have missed target for timings and moreover we seem to have had a 50% drop in the number of complaints received. This is more likely the result of them not being recorded properly and a training programme is in the process of being rolled out across the organisation.</p> <p>See performance data for details.</p> |
| Implement Digital East Herts Programme | Volume and proportion of customer contacts by: <ul style="list-style-type: none"> Email & web forms Face to face Calls | 31 March 2020 | Head of Communications, Strategy and Policy | <p>Recent trend data indicates use of webforms/ emails have increased as a proportion of overall contacts whilst F2F and telephony have reduced. See performance data for full details</p> <p>This is positive in terms of growing our ability to nudge customers towards cheaper channels. Work in 2021/21 will focus on developing new channels such as webchat under the "digital by design" strand of the new corporate plan</p> |
| Implement new council website | <ul style="list-style-type: none"> SOCITM rating | 30 September 2019 | Communication and Digital Media Manager | Completed on time and in budget (website launched in November 2019) |
| 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 | Policy officer has been in post for over a year and is providing good support. However a disproportionate amount of time is being spent on processing Assets of Community Value and resourcing requirements for this will be considered in 2020/21 |
| 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 | East Herts is firmly committed to providing inclusive services to everyone living and working in the district, and to everyone working for the council. We are currently reviewing our approach to EIAs. All equality and inclusion issues are considered through the council's decision-making processes. |
| 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 | <p>The council has continued to offer the MyRewards platform which is a paid for discount platform on a range of goods and services which gives all staff the discounts. HR through the staff forum has explored if it is valued and had positive feedback from those who use it. Effective use has been shared via comms to ensure more staff benefit including using the App as a easier way accessing compared to the main website. In addition the Wellbeing programme continues to support staff with work life balance i.e. lunchtime walks, wellbeing development, discounted wellbeing experiences.</p> <p>Also see box below re improved terms in terms of salary and annual leave.</p> <p>In terms of additional HR modules the focus has been shifted to fully utilise the core HR and Payroll system. A pilot for members using expenses has been undertaken which will be</p> |

| Action | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
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| | | | | <p>followed in due course by a full rollout. Member payslips and P60's will be through the system from May 2020. Casuals have also been set up for expenses and payslips, this will be implemented post lock down as staff need to set up system passwords from the office with IT. System reports have also been improved to replace manual spreadsheets. HR will be looking at an online overtime claim form and a potential timesheet claim form for casuals as further development in 20-21.</p> <p>The recruitment module has been investigated and is not fit for purpose and the Head of HR has got the provider Zellis to provide a refund to both EHC and SBC.</p> <p>Exploration is taking place over the H&S and Training Modules which may lead to a 50% refund if they prove unsuitable. A meeting has been postponed with the provider to explore these modules which has been postponed due to lockdown.</p> |
| 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 | <p>The new pay proposals were negotiated with the Union Unison and this incorporated the 2% local award which was previously something staff got after 3 years of EHC service into all salaries meaning that staff got this straight away. Grading overlaps which did not help with progression have been reduced and the grades now work better which led to reduction in increments and some grades having an increased starting point and an extra point of headroom as appropriate.</p> <p>The minimum annual leave was also increased from 22 days to 25 days, it still goes to 28 days for higher grades but has again improved the offer for the majority of staff. The 5 additional days are still awarded after 5 years of service (EHC or Local Gov).</p> <p>The pay proposals were agreed and implemented from 1/4/19.</p> <p>At the same time as improving pay, grading and annual leave which added more 200k to the salary budget in the first year, disturbance allowances and pay protection periods were reduced from 3 years to 1.5 years and the redundancy multiplier which EHC used on top of actual pay and the statutory multiplier was reduced from 2.6 to 2.</p> |
| Planning for the workforce – develop and implement workforce planning; addressing recruitment and | <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 | Career graded posts and trainee posts to allow more progression as well as attract staff with potential to develop. A number of continuing apprenticeship posts especially in hard to recruit areas such as planning where frameworks are |

| Action | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
|--|--|---------------|-------------------------------|--|
| retention issues | | | | <p>available.</p> <p>Improved pay structure from 1/4/19 which is both more competitive and allows greater progression with significant overlaps removed (see above).</p> <p>More effective staff development.</p> <p>Improved recruitment presence online with improved branding and a more developed offer i.e. making candidates aware of all our benefits including the wellbeing programme. We are also working on more staff case studies to share progression and increase attraction especially for men into admin roles.</p> <p>Implementing temporary labour supply arrangement through a vendor neutral supplier framework for agency staff which will achieve cost savings and allow temps to be converted to permanent without further fees after 12 weeks where applicable.</p> <p>A full workforce plan to identify future gaps and a plan to address will be worked up with LT and managers in 20-21 and will also make use of input from the East Herts Together group which is looking to improve our organisation for staff and customers. Clearly developments here will also be shared in our branding and recruitment literature.</p> |
| 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 | 97.8% of in year liability collected in year. |
| 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 | 98.64% of in year liability collected in year. |
| 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 | Level of arrears at 31.3.19, has significantly reduced during 2019/20. |
| 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 | Ongoing – payment arrangements, revised terms etc, advice for debt relief and financial support advice being provided |
| 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 | Working with SAFS to minimise risks and actively investigate suspected frauds. |
| 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 | Ongoing, with use of outside officers and external company to track developments and changes to existing properties. |
| 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 | Staff undergo training regularly with professional training courses being provided off site. Some staff are progressing through professional qualifications. |

| Action | Performance measures or project milestones: | Deadline | Lead Officer | Progress as at 31 March 2020 |
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| 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"> Increase in staff and decrease in external reliance for legal support | 31 March 2020 | Head of Legal and Democratic Services | New Head of Legal and Democratic Services assumed post on 3 rd February 2020. Review of past and present service delivery completed, report on future proposals to be forthcoming soon, including proposal for mini restructure and recruitment. |
| Publication of Register of Electors | <ul style="list-style-type: none"> Successful publication | 01 December 2019 | Head of Democratic and Legal Services | This was successfully published ahead of time due to the snap Parliamentary election. |
| 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 | Full set up of DPI e-forms available on ModGov, completed in full for all District Councillors and a number of Parish Councillors also. |
| 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 | Not able to provide information at present. |