

Objective	Action	Lead	By when	Relevant indicators/ measures/ targets	Reporting frequency	Lead for uploading to pentana	Portfolio holder	Changes
<b>ENABLING COMMUNITIES THEME</b>								
We will invest in our places	<b>Complete construction of new Grange Paddocks Leisure Centre</b>	Jess Khanom	31/9/2021		Quarterly	Emily Coulter	Eric Buckmaster	Capture in sustainability theme
	Complete construction of a refurbished and extended Hartham Leisure Centre	Jess Khanom	01/09/22		Quarterly	Emily Coulter	Eric Buckmaster	
	Deliver the Castle Park Heritage Lottery Funded project	Jess Khanom	01/06/21		Quarterly	Ian Sharratt	Eric Buckmaster	
	Deliver £20m investment in Hertford Theatre	Jess Khanom	01/04/23		Quarterly	Tamara Jarvis	Eric Buckmaster	
	Support the Herts 2020 Year of Culture with HCC (one promotion each month depending on theme)	Mekhola Ray	31/03/21		Quarterly	Nick Phipps	Eric Buckmaster	Completed
	Develop a cultural strategy for East Herts (agree by December 2020)	Nick Phipps & Mekhola Ray	31/12/20		Annual	Nick Phipps	Eric Buckmaster	Completed - now into delivery phase
	Produce a business case for the refurbishment and extension of Pinehurst Community Centre	Geoff Hayden	31/03/21		Annual	Geoff Hayden	Geoffrey Williamson	New action
	Deliver the cultural strategy	Nick Phipps & Mekhola Ray	31/03/21		Annual	Nick Phipps	Eric Buckmaster	New action
	Respond to fly-tipping in a timely manner	Chloe Hipwood	31/03/21	Fly-tips: time taken for removal	Quarterly	Louise Overington	Graham McAndrew	
	Maintain standards of cleanliness in our streets	Chloe Hipwood	31/03/21	Inspector's grading of Urbaser street cleaning	Quarterly	Louise Overington	Graham McAndrew	Amended measure
	Deliver the community grants scheme	Claire Pullen	31/03/22	Number of grants given	Annual	Nick Phipps	Suzanne Rutland-Barsby	
	Maintain the register of community assets (Assets of Community Value)	Esther Piper	31/03/22		Annual	Kirsty McKenzie	Geoffrey Williamson	
	Undertake a review of the EHC owned Community Centres in East Herts, understanding how they are currently used and the support they may require going forward, undertake public engagement to understand our communities needs and how we can match these up with the use of our Community Centres	Claire Pullen	31/03/22		Bi-annual	Nick Phipps	Geoffrey Williamson/Suzanne Rutland-Barsby	Amended measure taking account of the impact of Covid
	With Herts Sports Partnership, undertake Active Local initiative based on Asset Based Community Development, promoting physical activity and increased use of green spaces in the Sele area	Claire Pullen	31/03/21		Bi-annual	Nick Phipps	Eric Buckmaster/Suzanne Rutland-Barsby	Completed - new action below
	Sett up a Charitable Incorporated Organisation with residents to repurpose a council allotment site into a community garden	Claire Pullen	31/03/22		Bi-annual	Nick Phipps	Eric Buckmaster/Suzanne Rutland-Barsby	New action
We will ensure all voices in the community are heard	<b>Grow our digital communications channels</b>	Communications and Digital Media Manager	31/03/22	Number of Twitter followers	Quarterly	Communications and Digital Media Manager	George Cutting	
				Number of LinkedIn followers				
				Number of Insta followers				
				Press favourability score				
				Number of Facebook likes				
Number of email subscribers to Network								
Evaluate the impact of any comms and campaigns (eg. behaviour change/ awareness raising)	Communications and Digital Media Manager	31/03/22	<b>Audience attention</b> – e.g., unique visitors, views, clickthroughs <b>Awareness</b> – e.g., recall <b>Understanding</b> – e.g., comments <b>Interest and liking</b> – e.g., likes, follows, shares, retweets.	Annual	Communications and Digital Media Manager	George Cutting		
Trial new communication and engagement tools with different audiences (including ORL masterplan and HGGT)	Communications and Digital Media Manager	31/03/22	<b>Engagement</b> – e.g., return visits, subscribing, positive comments. <b>Consideration</b> – e.g., comments, subscribing, registering.	Annual	Communications and Digital Media Manager	George Cutting		
Support our local communities with the neighbourhood planning process	George Pavey	31/03/22		Annual	George Pavey	Jan Goodeve		
Agree and implement new Equalities, Diversity and Inclusion Strategy	Corinne Crossboure	28/07/21		Annual	Gemma Bates	Linda Haysey	New action	

We will support our vulnerable residents	Relaunch the East Herts Healthy Hub to promote easier access to health and wellbeing advice and support	Simon Barfoot	31/03/21	Number of clients supported through EH Social Prescribing Service Number of EH residents registering for Healthy Hubs Number of EH residents attending Healthy Hub sessions Number of Healthy Hub sessions delivered Number of onward referrals through Healthy Hubs	Quarterly	Nick Phipps	Eric Buckmaster	Amended action due to impact of Covid
	Provide temporary accomodation to those most in need	Claire Bennett	31/03/22	Number of homeless households living in temporary accomodation	Quarterly	Claire Bennett	Eric Buckmaster	
	Ensure all new applications for Housing Benefit and/or Council Tax support, including changes in circumstances, are processed on average within 10 days	Su Tarran	31/03/22	Time taken to process new benefit claims (10 days)	Quarterly	Su Tarran	Geoffrey Williamson	
	Manage the SLA with the CVS to deliver support to voluntary and community organisations and community transport	Nick Phipps	31/03/22		Quarterly	Nick Phipps	Eric Buckmaster/Suzanne Rutland-Barsby	
	Manage the SLA with the Citizens Advice Service	Nick Phipps	31/03/22		Quarterly	Nick Phipps	Eric Buckmaster/Suzanne Rutland-Barsby	
	Support community safety	Nick Phipps/ Julie Pomfrett	31/03/22	Neighbourhood watch membership (as OWL is a useful way of reaching communities) – ASB data around the issuing of CPWs / CPNs where the conduct that has led to the issuing of the CPW/N is relevant – Number of safeguarding referrals?	Quarterly	Nick Phipps	Peter Boylan	
	Review CCTV provision and management arrangements	Nick Phipps	31/03/22		Annual	Nick Phipps	Peter Boylan	
	Inspection, licensing and regulation of HMOs	Paul Thomas-Jones	31/03/22		Annual	Paul Thomas-Jones	Eric Buckmaster	
	Provide support to hoarding cases	Paul Thomas-Jones	31/03/22		Annual	Paul Thomas-Jones	Eric Buckmaster	
	Undertake public burials	Paul Thomas-Jones	31/03/22		Annual	Paul Thomas-Jones	Eric Buckmaster	
	Deal with nuisance and noise cases	Paul Thomas-Jones	31/03/22		Annual	Paul Thomas-Jones	Eric Buckmaster	
	Support the East Herts Dementia Friendly Action Group	Mekhola Ray	31/03/22	Renewal of Dementia Friendly District Status Number of agencies signed up to action group Number of staff attending awareness sessions	Annual Quarterly Quarterly	Nick Phipps Nick Phipps Nick Phipps	Eric Buckmaster Eric Buckmaster Eric Buckmaster	
	Support delivery of chatter tables in the 5 towns to address social isolation and loneliness for vulnerable residents.	Mekhola Ray	31/03/22	Number of chatter tables running in 5 market towns, not requiring PHE facilitation Number of people attending chatter tables	Annual Quarterly	Nick Phipps Nick Phipps	Eric Buckmaster Eric Buckmaster	
	Support the East Herts Dementia Friendly Action Group	Mekhola Ray	31/03/21		Annual	Mekhola Ray	Eric Buckmaster	
	Identify community assets that are managed via a third party and investigate SLAs and appropriate policies are in place (eg. safeguarding)	Claire Pullen	31/03/22	Assets identified and timescales for engagement with them agreed	Bi-annual	Claire Pullen	Geoffrey Williamson	
	Provide training and support for third parties who manage community centres to engage effectively with wider community, including vulnerable residents.	Claire Pullen	31/03/22	No. of training activities provided	Bi-annual	Claire Pullen	Eric Buckmaster/Suzanne Rutland-Barsby	
	Continue to administer self-isolation grants	Su Tarran	31/03/22	No. of grants administered	Bi-annual	Su Tarran	Geoffrey Williamson	New action
	Support roll out of testing and vaccination centres	Geoff Hayden	31/03/22		Bi-annual	Geoff Hayden	Geoffrey Williamson	New action
	Support national and county led campaigns on vaccine roll out and vaccine hesitancy	Communicatinos and Digital Media Manager	31/03/22		Bi-annual	Communicatinos and Digital Media Manager	George Cutting	New action
	Provide regulatory advice and support to businesses for safe re-opening	Paul Thomas-Jones	31/03/22		Bi-annual	Paul Thomas-Jones	Peter Boylan	New action
Provision of Covid marshals in town centres, neighbourhood shopping centres and green spaces	Ben Wood	30/06/21		Bi-annual	Ben Wood	Jan Goodeve	New action	

ENCOURAGING ECONOMIC GROWTH THEME								
We will develop new sources of income	Deliver the Millstream Property Investment Ltd's Business plan	Jonathan Geall/ Helen Standen/ Jess Khanon- Metaman	On-going	Annual return on investment/ dividend (£)	Annual	Jonathan Geall	Geoffrey Williamson	
	Develop Financial Sustainability Group acquisitions / investments	Geoff Hayden	31/03/22	Income targets as agreed in the MTFP	Annual	Geoff Hayden	Geoffrey Williamson	
	Develop a new Asset Management Strategy	Steven Linnett	30/06/21				Geoffrey Williamson	New action
	Grow revenues from trading companies	Helen Standen	31/03/22	Share dividend from the Herts Building Control Company	Annual	Helen Standen	Geoffrey Williamson	
		Ben Wood	31/03/22	Share dividend from Herts CCTV Ltd	Annual	Ben Wood	Geoffrey Williamson	
	Grow the East Herts Lottery	Claire Pullen	31/03/21	Number of players Number of groups signed up to take part Income raised for good causes (£)	Annual	Claire Pullen	Geoffrey Williamson	Slightly adjusted wording on measures
Supporting the crowdfunding platform for community causes	Claire Pullen	31/03/21	Number of groups who have created a campaign Amount pledged (£)	Annual	Claire Pullen	Geoffrey Williamson		
We will support businesses and town centres with post Covid recovery	Deliver the 3 year ERDF Funded SME Competitiveness project focusing on expanding the Stortford and Ware Launchpads and supporting the bio-science, social enterprise and Airport MRO sectors (Expand the Launchpad Offering)	Chris Smith	31/03/23	Number of Launchpad uses (both sites)	Annual	Paula Beades	Jan Goodeve	
				Income generated (both sites) (£)	Annual	Paula Beades	Jan Goodeve	
				Number of businesses supported across the 3 sectors	Annual	Hilary Marsh	Jan Goodeve	
				Number of businesses receiving financial support	Annual	Hilary Marsh	Jan Goodeve	
				Number of businesses receiving non financial support	Annual	Hilary Marsh	Jan Goodeve	
	Find alternative accommodation for the BS Launchpad	Chris Smith	31/03/22		Annual	Chris Smith	Jan Goodeve	New action
	Provide discretionary business rate grants to incentivise new businesses to set up/ existing businesses to expand	Ben Wood	31/03/21	Number of grants awarded Amount awarded (£) (max value £65,000)	Biannual	Ben Wood	Jan Goodeve	Scheme no longer relevant following Covid business support from central
	Support the Better Business for All Partnership	Oliver Rawlings	31/03/22		Annual	Oliver Rawlings	Jan Goodeve	
	Ensure all business rate reliefs are applied in a timely manner	Sandra Huntingford	31/03/22	NNDR (Business rates) collection, % of current year liability collected	Monthly	Sandra Huntingford	Geoffrey Williamson	
	Provide support for local business representative organisations including Chambers of Commerce and the Bishop's Stortford BID	Chris Smith	31/03/22		Annual	Chris Smith	Jan Goodeve	
	Work in partnership with the LSCC (Innovation Corridor) and Central Zone Alliance to lobby for inward investment	Ben Wood	31/03/22		Annual	Ben Wood	Linda Haysey	
	Provision of advice and support around licensing function (alcohol, food, noise) and processing pavement licences to support town centres	Oliver Rawlings	31/03/22	Number of pavement licences granted	Annual	Oliver Rawlings	Peter Boylan	Measure expanded to include pavement licences
	Undertake a pilot project with stakeholders on Hertford Town Centre to get a vision and strategy in place	Ben Wood	31/03/21	Town centre vacancy levels	Quarterly	Andrew Figgis	Jan Goodeve	Replaced by new action on town centre plans through Welcome Back Fund
	Work with Visit Herts to ensure local businesses and venues are supported	Andrew Figgis	31/03/22	Total value of visitor economy to East Herts and by town	Annual	Andrew Figgis	Jan Goodeve	
				Total number of day trips and overnight trips to district and by town				
Provide a programme of business networking and support activities	Andrew Figgis	31/03/21	Total number of businesses supported	Annual	Andrew Figgis	Jan Goodeve	Action completed	
Work in partnership to support recovery of town centres and deploy Welcome Back funding	Andrew Figgis	31/03/22	Production of town centre visions and action plans	Biannual	Andrew Figgis	Jan Goodeve	New action	
Continue to administer business grants including the Restart Grants and Additional Restriction (discretionary) grants	Su Tarran	31/03/22	Number of grants awarded and amount (£) given out	Quarterly	Su Tarran	Geoffrey Williamson	New action	
Implement grant scheme to support businesses taking up vacant retail, commercial and industrial premises	Chris Smith	31/03/22	Number of grants awarded	Biannual	Chris Smith	Jan Goodeve	New action	
Deliver the Jobsmart employment support programme	Ben Wood	31/03/22	Number of referrals	Biannual	Ben Wood	Jan Goodeve	New action	

<b>We will create viable places</b>	Complete construction of the multi-story car park on the Old River Lane site (72 week build)	Rob Mayo	31/03/22		Annual	Gemma Bates	Linda Haysey	
	Support Cityheart with progressing a planning application for the Old River Lane Site (including preparing the masterplan and an SPD) and cinema led arts centre	Rob Mayo	31/03/22		Annual	Gemma Bates	Linda Haysey	New action
	Implement Article 4 Directions on designated employment sites	Andrew Figgis	31/03/21		Annual	Andrew Figgis	Jan Goodeve	Action completed
	Adopt a policy on viability and intervention on commercial schemes on new developments including BS South, BS North, Caxton Hill, NE of Ware	Andrew Figgis	31/03/21		Annual	Andrew Figgis	Geoffrey Williamson/Jan Goodeve	Action under review following effect of Covid on commercial property market
	Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire	Richard Cassidy	On-going		Annual	Ben Wood	Linda Haysey	
	Deliver a fit for purpose planning service including provision of pre-application advice, determination of planning applications and approval of the strategic sites allocated in the District Plan in	Sara Saunders	31/03/22	Approval of strategic sites Determine major applications within 13 weeks Determine 80% of minor/other applications within 8 weeks	Quarterly	Paul Burt	Jan Goodeve	
	Ensure housing development meets the needs of the district population	Sara Saunders	31/03/22	Delivery of at least 839 new dwellings per year and delivery of affordable homes	Quarterly	Paul Burt	Jan Goodeve	
	Develop Neighbourhood Plans with all neighbourhoods requesting this	Sara Saunders	31/03/21	Neighbourhood Plans agreed	Quarterly	George Pavey	Jan Goodeve	Removed as covered under the enabling theme
	Agree masterplans on: the Gilston Area Villages 1-7; NE of Ware; East of Welwyn Garden City; significant windfall development sites through collaborative process with developers and Members	Sara Saunders	31/03/22		Annual	Sara Saunders	Jan Goodeve	
	Ensure Section 106 contributions are allocated in accordance with agreements	Jackie Bruce	31/03/22	Amount awarded	Annual	Jackie Bruce	Jan Goodeve	
Undertake planning enforcement activity where required in keeping with the district plan and NPPF	TBC	31/03/22	Site visits undertaken for non urgent cases within 15 working days	Quarterly	Paul Burt	Jan Goodeve		

**DIGITAL BY DEFAULT THEME**

<b>We will improve the customer experience for those who use council services</b>	Sign up to the MHCLG Digital Declaration	Helen Standen	30/09/20	Increase proportion of customer contacts undertaken through digital channels	Quarterly	Alex Cook	George Cutting	Action complete
	Implement a new core digital platform	Steven Linnett	TBC		Annual	Steven Linnett	George Cutting	New action linked to transformation programme
	Implement a central business support function	Ben Wood	31/03/22		Annual	Ben Wood	George Cutting	New action linked to transformation programme
	Implement a front of house offering at Hertford and Bishop's Stortford aimed at maximising self-service	Ben Wood	30/09/20	Ensure 80% of govmetric ratings for face to face are rated as good	Quarterly	Alex Cook	George Cutting	Action amended following behaviour changes from Covid-19
				Increase customer satisfaction with East Herts web	Quarterly	Lauren Hague	George Cutting	
				Increase % of households that have signed up to self service	Quarterly	Mark Eldridge	George Cutting	
				Increase % of businesses that have signed up to self service	Quarterly	Mark Eldridge	George Cutting	
	Maintain website accessibility (WCAG 2.1) standards	Lauren Hague	30/06/20	Socitim accessibility rating	Annual	Lauren Hague	George Cutting	Action amended after significant work in 20/21 to achieve good accessibility rating
				Deliver an effective complaints and member query management system	Sharon Bunce	31/03/22	Ensure 80% of stage 1 complaints are dealt with within 10 working days	Quarterly
	% of complaints that are upheld at stage 1	Quarterly	Sharon Bunce				George Cutting	
	% of complaints that are upheld at stage 2	Quarterly	Sharon Bunce				George Cutting	
	Launch new Member case management system	Sharon Bunce	30/06/20	Ensure 80% of Member enquiries are responded to within 10 working days	Number of complaints upheld by the ombudsman	Annual	Ben Wood	George Cutting
Ensure 80% of Member enquiries are responded to within 10 working days					Quarterly	Sharon Bunce	Suzanne Rutland-Barsby	
Implement new conditions of contract for customer services team	Ben Wood	30/09/20		Annual	Ben Wood	George Cutting	Action suspended due to Covid. To be part of transformation programme	
Develop and publish the East Herts Customer Charter, including development of service specific customer standards where appropriate	Su Tarran	01/07/20		Annual	Su Tarran	George Cutting	Action completed	

Develop and implement customer service standards/behaviours as part of core competency behavioural development	Simon O'Hear	30/09/2020		Quarterly	Simon O'Hear	George Cutting	Action completed
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<b>We will work with partners to ensure our communities are digitally enabled</b>	Ensure fibre to the premise (FTTP) is provided on all new developments	George Pavey	On-going		Annual	George Pavey	Jan Goodeve	
	Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'place'	Sara Saunders	On-going		Annual	Sara Saunders	Jan Goodeve	
	Support the Digital Innovation Zone to lobby for investment in our towns and villages	Helen Standen	On-going		Annual	Ben Wood	Linda Haysey/Jan Goodeve	
	Provide a programme of business networking and awareness raising on GDPR and cyber-security	Andrew Figgis	31/03/21		Annual	Andrew Figgis	Jan Goodeve	Action completed
<b>Implement agile working across the organisation</b>	Agree an agile working policy with staff	Simon O'Hear	31/9/2021		Annual	Simon O'Hear	Geoffrey Williamson	New action
	Agree a business case for creating modern workspaces	Geoff Hayden	31/03/22		Annual	Geoff Hayden	Geoffrey Williamson	New action
	Roll out MS Teams for all staff	Zoe Taylor-Dixon	31/03/22		Annual	Gemma Bates	Geoffrey Williamson	New action