

## Enabling Communities Theme

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
Keeping Communities Safe	Provision of Covid marshals in town centres, neighbourhood shopping centres and green spaces	Marshals changed from providing 140 hours per week of support to 24 hours per week from 19th July, focusing on supporting the police and Environmental Health throughout late summer and Autumn. Thereafter they moved to supporting schools with any security issues regarding anti-vaccine protests and supporting test and trace activities (including checking on clinically vulnerable people in the district). Funding expired in March and there is no further need for marshal support	Completed	
Keeping Communities Safe	Support national and county led campaigns on vaccine roll out and vaccine hesitancy	We've continued to promote how people can get vaccinated in East Herts and shared county council materials around living with Covid.	Completed	
Keeping Communities Safe	Support roll out of testing and vaccination centres	After setting up Hertford Theatre as a vaccination centre to assist the responsibility then transferred to local pharmacies / surgeries and mobile NHS units to support the roll out and booster jabs.	Completed	
Keeping Communities Safe	Provide regulatory advice and support to businesses for safe re-opening with Covid recovery	2021/2022 - Target Exceeded. 99% of Environmental Health requests for service were responded to within target times. This equates to 17 requests for service missing their first responses since April 2021. 2,589 requests for service have been received since April 2021.	On-going action	
We will ensure all voices in the community are heard	Agree and implement a new Equalities, Diversity and Inclusion Strategy	Strategy was adopted by full council in July 2023. Deliverables over the year have included refreshed training for staff on Equality Impact Assessments, promotional video of the Thomas Clarke memorial near high cross for the international day of remembrance for the abolition of slavery and the black history month quiz for Members	Completed	
We will ensure all voices in the community are heard	Evaluate the impact of any comms and campaigns	We've recently undertaken campaigns for sustainability, the Great British Spring Clean (ongoing), the East Herts Lottery and Business grants. All have been evaluated as per the comms strategy and learning fed into future campaigns in terms of how best to target audiences	On-going action	
We will ensure all voices in the community are heard	Grow our digital communication channels	Followings have grown across all platforms and Q4 was our best quarter to date in terms of follower increases and engagement on posts.	On-going action	QC CSP 5.12A, QC CSP 5.12B, QC CSP 5.12C, QC CSP 5.12D, QC CSP 5.12E & QC CSP 5.12F
We will ensure all voices in the community are heard	Trial new communication and engagement tools with different audiences	We have developed new digital programmatic ads to promote the Healthy Hub and drive referrals.	On-going action	

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We will ensure all voices in the community are heard	Support our local communities with the neighbourhood planning process	Support to neighbourhood planning continues to be provided	On-going action	
We will invest in our places	Maintain the register of community assets	Register is up to date and parish councils are being notified where ACVs are approaching their 5 year expiry date, as recommended by Audit and Governance Committee. Over the year we had 15 requests for new ACV registrations	Completed	
We will invest in our places	Deliver the community grants scheme	The 2nd funding round was oversubscribed. 24 applications were received with requests totalling approximately £106,000 from a budget of £62579. 12 of the 16 revenue applications were from organisations who haven't previously applied	Completed	AC HH 305
We will invest in our places	Produce a business case for the refurbishment and extension of Pinehurst Community Centre	Budget of £200k approved by Full Council. Corporate Property Services, not undertaking £200k refurbishment in a piecemeal way to avoid disruption to the Community Centre Users. Work started during the Easter Term time break, more works scheduled at the May half term and again in July.	Completed	
We will invest in our places	Set up a Charitable Incorporated Organisation with residents to repurpose a council allotment site into a community garden	The Thieves Community Garden Group became a registered charity in January 2022. The site was cleared by the Council's Operations Team and the trustees successfully applied for a grant from Hertford town Council. They commissioned Wyldedges to deliver a visioning workshop last month and will soon have a detailed design based on consultation with residents. Two trustees have been identified as project managers. The group is also registered with the East Herts Lottery.	Completed	
We will invest in our places	Undertake a review of the EHC owned Community Centres in East Herts	The Sele Community Hub was also awarded Covid Recovery Funding to purchase equipment including a notice board.  A survey of council owned community centres has been conducted and information will be forwarded to the Assets Team	Completed	
We will invest in our places	Maintain standards of cleanliness in our streets	Continues to be monitored through our contractors. A report was shared with Overview and Scrutiny Committee on 23 March 2022 outlining current performance.	Completed	MC OPS 300
We will invest in our places	Respond to fly-tipping in a timely manner	Performance is good . KPI's on target 100% collected on time	Completed	QC OP 2.4

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We will invest in our places	Deliver the cultural strategy	A community engagement workshop was held in October 2021 to work with community groups to establish how we can work together to deliver outcomes of the cultural strategy. Following on from this an action plan for 2022/23 has been drawn up. This will be overseen by the Cultural Strategy Strategic Group with delivery being channelled through the Cultural Strategy Delivery group	On-going action	
We will invest in our places	Complete construction of a refurbished and extended Hartham Leisure Centre	Phase 1: Changing Village - Complete. Pool Hall - all pool works are completed and the failed pool tank liner has been rectified with the new liner install being a success. The pool re-opened to the public on 13 May. Work in 22/23 will focus on phases 3 and 4 of the project (new extension with cycling studio and additional changing facilities)	In Progress	
We will invest in our places	Complete construction of new Grange Paddocks Leisure Centre	The new leisure centre opened up on time and in budget in October 2021. Archaeological digs for the 3G pitch confirmed a Roman burial site with 49 skeletal remains found along with a shrine and the original Stane Street Roman road. A public open day was held on 23/4/22 which attracted 700 people to tour the dig with a further 300 visiting the meet & greet table with a selection of finds. Work on the 3G pitch will continue in 22/23. Expected completion is 2/9/22	In Progress	
We will invest in our places	Deliver £20m investment in Hertford Theatre	A revised budget was approved by Council on 2 March and the contractor (GPF Lewis) was appointed on 15 March, taking possession of the site in April. Hoardings have since been placed up and initial works commenced. Completion is anticipated November 2023	In Progress	
We will invest in our places	Deliver the Castle Park Heritage Lottery Funded project	Project went out for tender but final submissions came in over budget due in part to coved and supply chain issues. This has now been put out for re-tender using an open process with a hope of outlining a wider range of potential bids. We have submitted an application for extra funds from the National Lottery and exploring options for other ways to deliver the project. A paper is due to Executive in July	In Progress	
We will support our vulnerable residents	Relaunch the East Herts Healthy Hub to promote easier access to health and wellbeing advice and support	This action will be managed going forward by a new 2022/23 corporate action titled 'Further establish the East Herts Healthy Hub to promote access to health, social, wellbeing advice and support' and will be monitored using the same set of indicators	Cancelled	QC HH 238A, QC 238B, QC HH 238C, QC 238D & QC HH 238D

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We will support our vulnerable residents	Manage the SLA with the Citizens Advice Service	Outcomes identified in 2021/22 SLA achieved, final quarterly report received. Reviewing the current approach to Citizens Advice SLA for 2022/23 in line with recommendations coming out of Service Reviews	Completed	
We will support our vulnerable residents	Provide support to hoarding cases	2021/2022 - Target Exceeded. 100% of hoarding and/or filthy and verminous related requests for service were responded to within target times. This equates to 0 requests for service missing their first responses since April 2021. 14 requests for service have been received since April 2021; this compares with 18 requests for service received on average, over the last three years, for the same period.	Completed	
We will support our vulnerable residents	Provide temporary accommodation to those in need	At the end of March 2022 the council was providing 37 households with temporary accommodation under statutory homeless duties	Completed	QC HH 151
We will support our vulnerable residents	Review CCTV provision and management arrangements	Discussions with town councils have been concluded with regards to the future provision and management arrangements of CCTV in the district. Town Councils have gone out to tender to review potential alternative CCTV providers. CCTV Partnership have been made aware of the decision to take this approach.	Completed	
We will support our vulnerable residents	Support community safety	New priorities for 2022-23 have been drafted subject to confirmation by CSPB. Feelings of safety campaign launched in Feb giving greater insight in to ASB in East Herts.	Completed	QC HH 239A & QC HH 239B
We will support our vulnerable residents	Support the East Herts Dementia Friendly Action Group	CWP continue to lead the Dementia Friendly Action Group. Actions identified in the 2021/22 action plan have been completed and the application for dementia friendly status for EHC has been successful.	Completed	QC HH 240A & QC HH 240B
We will support our vulnerable residents	Undertake public burials	2021/2022 - Target Exceeded. 100% of public health burial requests were responded to within target times. This equates to 0 request(s) missing their first responses since April 2021. 20 requests for service have been received since April 2021; this compares with 5 request(s) for service received on average, over the last three years, for the same period.	Completed	QC HH 208
We will support our vulnerable residents	Continue to administer self-isolation grants	These have all been administered and the scheme has since ceased	Completed	
We will support our vulnerable residents	Ensure all new applications for Housing Benefit and/or Council Tax support are processed on average within 10 days	Further details on performance can be found in Appendix B	Completed	MC RB 181

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We will support our vulnerable residents	Deal with nuisance and noise cases	2021-2022 - Below Target. 95% of noise and pollution related requests for service were responded to within target times. This equates to 53 requests for service missing their first responses since April 2021. 1002 requests for service have been received since April 2021; this compares with 1061 requests for service received on average, over the last three years, for the same period.	On-going action	
We will support our vulnerable residents	Identify community assets that are managed via a third party and investigate SLAs and appropriate policies are in place (eg. safeguarding)	To date, 9 community assets have been identified and we are currently examining what, if any, SLAs are in place	In Progress	
We will support our vulnerable residents	Inspection, licensing and regulation of HMOs	<p>In 21/22, only eight of 24 HMO licence were determined within the target of six months from receipt of a valid application. This has been primarily due to two factors;</p> <p>(a) Environmental Health Officers prioritising Covid-related duties and</p> <p>(b) officers working with landlords to resolve any problems found during inspection with a view to making a positive determination.</p> <p>This latter reason has led, in four cases, to the service breaching the target time while landlords carry out works rather than issuing a negative determination to a landlord who is actually working closely with the council.</p> <p>Now Covid-related pressures have dropped, performance is improving again, with 75% of applications this year currently projected to have been determined within the six month point.</p> <p>There continues, however, to be cases of prolonged determinations due to landlords' efforts to remedy problems. So, officers are looking at a mechanism to temporarily 'stop the clock' on the determination pathway for cases where a landlord is genuinely working with the council. Of course, officers will continue to manage cases closely so that 'stopping the clock' isn't simply used by landlords as a way of delaying necessary works.</p>	On-going action	Q HH 2.16b

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We will support our vulnerable residents	Provide training and support for third parties who manage community centres to engage effectively with wider community, including vulnerable residents.	Officers plan to ask third parties what type of training they would like and then refer them to existing training being offered via CDA and CVS. Representatives from all centres are invited to attend East Herts Village Halls and Community Centres Consortium peer support meetings.	In Progress	
We will support our vulnerable residents	Support delivery of chatter tables	Buntingford Chatter table back up and running. Table while Theatre is closed. Ware has been replaced by three ' Local Social' sessions per week. Work on going to establish a new venue for Hertford after theatre closed. Sawbridgeworth and Bishop's Stortford currently on hold	In Progress	

## Encouraging Economic Growth Theme

Parent Title	Action Title	Latest Note	Status	Linked PIs Code
Deliver the Transforming East Herts Programme	Grow revenues from trading companies	Herts Building Control continues to be viable. The CCTV company has made a slight profit in 21/22 however performance continues to be kept under review by Directors and Sharehold Representatives	In Progress	
We will create viable places	Adopt a policy on viability and intervention on commercial schemes on new developments including BS South, BS North, Caxton Hill, NE of Ware	Action on hold pending changes to national planning legislation and consultation in 20/21 (particularly with regards to PDR). This will be reviewed in 2022/23 following release of the Levelling Up and Regeneration White Paper	Cancelled	
We will create viable places	Implement Article 4 Directions on designated employment sites	Conformation of Direction signed off 1/4/21 retrospectively to a start date of 2/1/21. This action was therefore completed in early 21/22 however the status of Article 4 directions will be reviewed following release of the Levelling Up and Regeneration White Paper.	Completed	
We will create viable places	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	SPD Steering Group meetings took place over Autumn and Spring of 21/22. The SPD is due to go to Executive in July 2022	Completed	
We will create viable places	Ensure housing development meets the needs of the district population	This work is ongoing in line with the policies and proposals set out in the District Plan and is managed as part of normal duties	Completed	

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We will develop new sources of income	Develop a new Asset Management Strategy	This action is in progress however will be captured within the East Herts Transformation work moving forwards	Cancelled	
We will develop new sources of income	Grow the East Herts Lottery	The 12 month forecast, as of 31.03.21 was £46,831, showing continued growth of the East Herts lottery every quarter.	Completed	AC HH 303, AC HH 304 & AC HH 305
We will develop new sources of income	Supporting the crowdfunding platform for community causes	Five campaigns have signed up through the platform with 2 successfully receiving a pledge of £2,000 so far.	Completed	
We will develop new sources of income	Develop financial Sustainability Group acquisitions/ investments	Financial Sustainability Committee, ceased as a committee in February 2021 following the changes to the Public Works Loan Boards change in policy on loans for revenue based projects. This prevented the Council buying investment properties.	Completed	
We will develop new sources of income	Deliver the Millstream Property Investment Ltd's Business plan	The Rectory Hall acquisition is not now proceeding as a Millstream scheme; the council has decided to purchase the property directly. There will be no substitute for this scheme within the business plan as the council has vired the monies to fund its own acquisition. The business plan included plans to acquire 10 individual properties. In response to Covid 19, the directors have decided to proceed with purchasing five properties, while keeping market conditions under review. To date, two of the five have been acquired, with an offer accepted on a third. The business plan also included the Watton-at-Stone development scheme. Initial works are timetabled to commences in quarter 3. This is on track	Completed	AC HH 200
We will ensure development is viable	Ensure Section 106 contributions are allocated in accordance with agreements	The provisional Section 106 allocation figure for 2021/22 is £3,125,381.58  The final total Section 106 allocation is currently being finalised with the Finance Team to include contributions transferred to Capital and utilised for East Herts projects and internal uses over 2021/22.  The Infrastructure Funding Statement for 2021/22 will be published in December 2022 and will provide full details of each individual allocation and contribution use.	Completed	AC CSP 217a & AC CSP 217b
We will ensure development is viable	Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire	Levelling Up White Paper released in February 2022. A Herts County Deal will be pursued through the Herts Growth Board governance arrangements as part of the devolution framework	on-going action	
We will ensure development is viable	Complete construction of the multi-story car park on the Old River Lane site (72 week build)	The car park opened to the public on 13 May. The commercial and residential block is scheduled for practical completion in mid July	Completed	

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We will ensure development is viable	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	Work on the Strategic Landscape Masterplan for the Gilston Area and the Masterplan for Village 1 is underway in line with agreed planning and HIG milestones.	In Progress	
We will ensure development is viable	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 accordance with the housing trajectory	The Planning Service Review underway in line with the Council's Transformation Programme. An operational improvement programme has been agreed. There has been an increase in planning applications over the last year. This increase is not unique to East Herts and is nationwide, as a result of Covid-19 as people look to make improvements to their living environments. This increase in planning applications has coincided with a period of high staff turnover. There are also delays with input and advice from statutory consultees who are also experiencing similar issues with workload and resourcing pressures. Officers are continuing to work hard in determining planning applications as quickly as possible and are doing everything they can to minimise delays.	on-going action	MC PB 157A, MC PB 157B & MC PB 157C
We will ensure development is viable	Undertake planning enforcement activity where required in keeping with the district plan and NPPF	work continues, Council investigated over 300 enforcement cases in the year. A updated Planning Enforcement Plan was agreed in March 2021. This introduced a triage approach in order to assist with dealing with reports on potential planning breaches more swiftly when they are first made. This means that less time is being spent on cases where there is no planning breach allowing officers to focus on cases where there has been a planning breach	on-going action	
We will support businesses and town centres with post Covid recovery	Find alternative accommodation for the BS Launchpad	Action on hold pending clarity on date needed to vacate Charrington's House	Cancelled	
We will support businesses and town centres with post Covid recovery	Undertake a pilot project with stakeholders on Hertford Town Centre to get a vision and strategy in place	Work led by People and Places has been concluded and results shared with Hertford Town Council and East Herts District Council	In Progress	
We will support businesses and town centres with post Covid recovery	Continue to administer business grants including the Restart Grants and Additional Restriction (discretionary) grants	Work continued on this throughout 21/22. A total of 5216 businesses were awarded grants totalling over £45m	Completed	



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We will support businesses and town centres with post Covid recovery	Deliver the Jobsmart employment support programme	374 referrals to Jobsmart over the year, of which 160 are confirmed as being supported back into work. Face to face services in BS have proved to be very popular, and a jobs fair which took place in March, alongside the Chamber and BS BID was very successful, generating more referrals. East Herts support for this programme has now ceased	Completed	
We will support businesses and town centres with post Covid recovery	Implement grant scheme to support businesses taking up vacant retail, commercial and industrial premises	This was launched in the Autumn of 2021 and 51 businesses were awarded grant support to expand or open up new businesses in the district (total investment of almost £200k). This indicates a strong bounce back from Covid and we undertook a great deal of PR to raise awareness of support which was well received on social media. Our success in administering the scheme also led to North Herts Council inviting us to administer a similar scheme on their behalf	Completed	
We will support businesses and town centres with post Covid recovery	Provide a programme of business networking and support activities	Business support and networking had been significantly expanded due to funding from the Health Protection Board. East Herts has overseen a programme of over 30 events county-wide that have included a Sustainability conference, Diversity workshops, Mental wellbeing events, Jay Blades (from BBC Repair Shop) leadership event, Menopause awareness workshops and many other business support events, 1-2-1's and workshops.	Completed	
We will support businesses and town centres with post Covid recovery	Provision of advice and support around licensing function (alcohol, food, noise) and processing pavement licences to support town centres	Support continues with updates as and when necessary due to new guidance, etc.	Completed	
We will support businesses and town centres with post Covid recovery	Work in partnership to support recovery of town centres and deploy 'Welcome Back' funding	Final Claim submitted at end of April 2022.. £287,990 claimed of an eventual £301,590 allocation. All towns now have activity monitoring systems, Hertford and Ware have draft development plans and governance structures in the making and all towns and 7 villages have taken advantage of the funding to fund improvements in the fabric of the communities and equip themselves for events in the future.	Completed	
We will support businesses and town centres with post Covid recovery	Work in partnership with the LSCC (Innovation Corridor) and Central Zone Alliance to lobby for inward investment	Innovation core brochure has been produced	Completed	

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We will support businesses and town centres with post Covid recovery	Work with Visit Herts to ensure local businesses and venues are supported	VH have continued their information and funding admin support for the hospitality industry. They have restarted face to face events and have undertaken various promotional campaigns following on from the easing of restrictions	Completed	AC CSP 14.3, AC CSP 14.4 & AC CSP 14.5
We will support businesses and town centres with post Covid recovery	Support the Better Business for All Partnership	We continue to be represented on the Steering Group.	Completed	
We will support businesses and town centres with post Covid recovery	Ensure all business rate reliefs are applied in a timely manner	Completed. £9.3m was awarded in business rate reliefs over 21/22 to 782 businesses	Completed	MC RB 10.4
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	Launchpad 2 has expanded into the following sectors - Aerospace - Maintenance, Repairs & Operational support for Stansted Airport (MRO's) - Creative and Digital (Including TV and film) - Bioscience - Life Sciences - Manufacturing - Bio-tech (cell and gene therapies) - Modern methods of construction This has led to a significant uplift in engagement for the programme. There have been 25 business supported.	In Progress	AC CSP 210, AC CSP 211, AC CSP 212, AC CSP 13.1 & AC CSP 13.3
We will support town centres with post covid recovery	Provide support for local business representative organisations including Chambers of Commerce and the Bishop's Stortford BID	This support is ongoing	on-going action	

## Digital by Design Theme

Parent Title	Action Title	Latest Note	Status	Linked PIs Code
Deliver the Transforming East Herts Programme	Implement a front of house offering at Hertford and Bishop's Stortford aimed at maximising self-service	Proposal is still to co-locate with BS Town Council however timescales are contingent upon the ORL development	In Progress	MC CSP 10a, MC CSP 10b, MC CSP 10c, MC CSP 5.13C & MC CSP 5.13D
Implement agile working across the organisation	Agree a business case for creating modern workspaces	Work is continuing to progress this action and progress / review of this action will be covered by 6 new transformation strands that will be monitored within our 22/23 corporate actions.	Cancelled	

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Implement agile working across the organisation	Agree an agile working policy with staff	A new blended working approach has been implemented and will be reviewed over time. Progress and review of these action will be covered by 6 new transformation strands that will be monitored within our 22/23 corporate actions	Completed	
Implement agile working across the organisation	Roll out MS Teams for all staff	MS Teams has been rolled out across both councils but with basic functionality including calls and messaging capabilities. The full Teams experience cannot be realised until we roll out Microsoft 365 which is going to be rolled out over the next 12-18 months in blocks so different services to assess success and iron out any issues found	Completed	
We will encourage greater use of the website and self-service for customers	Deliver an effective complaints and member query management system	This action has been completed with a separate module from our existing customer complaint module for members being added and implemented. Complaints will continue to be monitored into 22/23 and we continue to review the system we use in meeting our needs and financially viable	on-going action	QC CSP 5.1, QC CSP 5.2a, QC 5.2b, AC CSP 5.4 & QC CSP 5.6
We will encourage greater use of the website and self-service for customers	Maintain website accessibility (WCAG 2.1) standards	Our website has been independently tested and is partially compliant with said standards. Historical PDFs and external websites are the reason our website is not fully compliant. We are working through these (over 500) to rationalise where possible  Accessibility training has been carried out by an external supplier and offered to regular web editors. There are future plans for rolling out this training organisation wide to ensure that all pages and pdfs now being put on our site meets these basic standards.	on-going action	MC CSP 5.10C
We will improve the customer experience for those who use council services	Implement a central business support function	This will continue to be developed under a new Transforming East Herts strand that will be monitored and updates be provided on into 22/23	Cancelled	
We will improve the customer experience for those who use council services	Implement a new core digital platform	This will continue to be developed under a new Transforming East Herts strand that will be monitored and updates be provided on into 22/23	Cancelled	
We will improve the customer experience for those who use council services	Develop and implement customer service standards/behaviours as part of core competency behavioural development	This action will be updated under the East Herts Together work stream	Completed	

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We will improve the customer experience for those who use council services	Launch new Member case management system	The new system was launched last year and appears to be well established as a means of contact for councillors	Completed	QC CSP 5.6
We will work with partners to ensure our communities are digitally enabled	Ensure fibre to the premise (FTTP) is provided on all new developments	Ongoing as part of the planning application process for Gilston.	In Progress	
We will work with partners to ensure our communities are digitally enabled	Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'place'	Good progress continues to be made on the planning for the HGGT. Progress continues to be made on the planning applications currently submitted.	In Progress	
We will work with partners to ensure our communities are digitally enabled	Support the Digital Innovation Zone to lobby for investment in our towns and villages	Work continues through the CZA with the latest project of getting a common database for vacant commercial space and units across the area in place	In Progress	