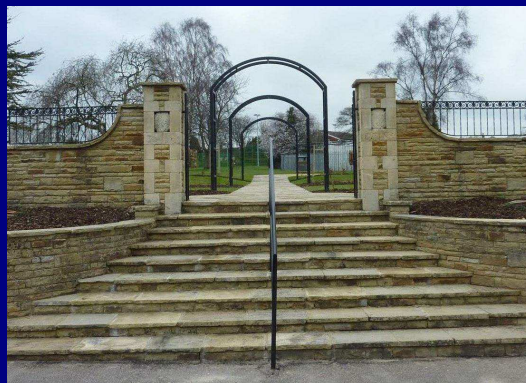




Customer Services Directorate



The cover page of the 'NHDC Resilience Planning' document. It features a blue header with the Hertfordshire Resilience logo and the North Hertfordshire District Council logo. Below the header is a grid of six small images: a firefighter, a damaged car, a person in a protective suit, a snowy street, a fire, and a person coughing. The text on the page includes 'www.north-herts.gov.uk', 'Emergency Planning and Business Continuity', 'NHDC Resilience Planning', and 'February 2015'.

www.north-herts.gov.uk

Leisure & Environmental Services

Service Plan 2016-17

The service plan is a key component of NHDC's Corporate Business Planning Process. It supports the delivery of the Corporate Plan, and the delivery of the day to day business activities of the Council, within agreed budgets.

These plans, specific to each service cannot be written in isolation. The Senior Management Team works together to identify areas where synergy, cross authority working or additional skills or temporary resource may be required to deliver an individual project. The service plans will provide the detailed actions which ensure delivery of the priorities.

The Council has three new Objectives from 2016/17 form the basis of the corporate business planning process. These will be the areas on which the Council will concentrate resources and activities for delivery.

Actions arising from the corporate business planning process will feed into personal objectives for individual members of staff via appraisals and 1:1 meetings. The clear lines of responsibility, outcomes and target dates will be monitored as part of the Council's project governance and performance management reporting.

As part of the Corporate Business Strategy, this service plan should also outline any service area that Corporate Board have indicated will be subject to review in 2016/17.

The following are descriptions of the Council's priorities:

Objectives

- **Attractive & Thriving**
To work with our partners to provide an attractive and safe environment for our residents, where diversity is welcomed and the disadvantaged are supported

- **Prosper & Protect**
To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage

- **Responsive & Efficient**
To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints

2016/17 will bring a number of new threats to Leisure & Environmental Services with a continuing large increase in work load for some senior members of staff. The risk to both the Service and the Authority is heightened due to these large and technical projects. Although we have the expertise and experience to oversee these projects successfully it would be irresponsible not to recognise and highlight these known risks within this Annual Service Plan.

The additional projects that heighten this risk are:

- Waste Management and Street Cleansing contract procurement
- Grounds Maintenance Contract procurement
- North Hertfordshire Museum and Community Facility Project
- North Herts Leisure Centre capital project
- Development of Hitchin Swimming Centre
- Wilbury Hills Crematorium
- Loss of partnership with Herts & Middlesex Wildlife Trust
- Delivering 18 improvement projects from the Council's adopted Green Space Management Strategy
- Future planning of the Emergency Planning and Business Continuity function

Officers undertaking these additional projects will need to recognise that by doing so, their day to day responsibilities for their service areas will remain with them. For areas where loss of service, financial control or performance would have an adverse effect on the authority. Contingency measures will need to be developed and proposed to safe guard both the Service and the Council. This will also become evident as the demands and details of each of the projects are developed.

Risks may be reduced through temporary delegation of some roles and responsibilities or the recognition that some management functions will be suspended temporarily, in addition temporary staff may be recruited to assist in data gathering and collation for these projects However these proposals will be developed as and when required to safeguard NHDC and will be put forward for approval to management and will include temporary staff changes and financial implications if applicable.

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1. Introducing the service
2. Where are we now?
3. Where do we need to be?
4. How do we get there?
5. How do we know we are there?
6. Assurance Framework

Appendices

- A. Service Action Plan
- B. Assurance Statement
- C. Budget Details

1. INTRODUCING THE SERVICE

Head of Service: Vaughan Watson

Executive Members: Emergency Planning Councillor Lynda Needham
Leisure Councillor Jane Gray
Parking Services Councillor Julian Cunningham
Waste & Environment Councillor Peter Burt

Service Managers: Contracts & Projects Steve Crowley
Grounds Maintenance Andrew Mills
Parks & Countryside Development Steve Geach
Waste Management Chloe Hipwood
Emergency Planning Officer Derek Wootton

Number of FTE's: 30.04

1.1 The Purpose of the Team

The purpose of Leisure & Environmental Services is to:

- To provide high profile customer facing services which directly affect the communities in which we live, work and prosper. Some of these services are required under legislation, whilst others are non statutory, yet contribute to our communities health and well being. Our services directly affect the public and are considered by them to be of the highest importance. Services provided include a wide range of professional, statutory and performance orientated services, which strive to be cost effective and demonstrate continuous improvement.
- To manage the following services:

a) Capital Projects

Leisure:

North Herts Leisure Centre Development and improvements to car parking.

Parks and Grounds:

2016/17 Projects

Letchworth Cemetery, reconstruction of pathways and roadways.
Swinburne Playing Fields Improvements.
Boundary improvements, Clothall Road, Recreation Ground, Baldock.
King George V Recreation Ground car park.
Replacement of Walsworth Common Access Bridge.
Demolish 4 disused tennis courts and landscape to grass and planted area at Bancroft Recreation Ground, Hitchin.
Renew pathways, Bancroft Recreation Ground, Hitchin.
Baldock Rd Pavilion, Letchworth.
New wheeled sports provision Baldock.

Walsworth Common Enhancements to wheeled sports provision.
 Improvements to Bakers Close Pavilion.
 Norton Common wheeled sports.
 Walsworth Common New Pavilion.
 Walsworth Common pitch improvements.
 Multi Use Games Area, Bancroft Recreation Ground, Hitchin.
 Bancroft Gardens Play Area.
 Serby Avenue Play area renovation.

Implement 2015/16 Projects

Smithsons Recreation Ground, resurfacing pathways, enhance planting & biodiversity.
 Cadwell Recreation Ground, enhance riverside biodiversity through the development of a Greenspace Action Plan.
 Butts Close, Develop a new Greenspace Action Plan including works to Pathways, benches, replace gate, historical interpretation.
 Grange Recreation Ground, entrance improvements, remove ascot fencing, add bike restrictors & enhance biodiversity.
 Jackman's Recreation Ground, remove old pavilion base, construct new footpath.
 Baldock Road Recreation Ground car park extension and landscaping.
 Progress the development of a Crematorium at Wilbury Hills Cemetery.

b) Emergency Planning & Business Continuity

Statutory Duties under the CCA:

Risk Assessment
 Emergency Planning (prepare, test & validate emergency and business continuity plans, train & equip staff)
 Information Sharing (sharing plans with other category 1 responders)
 Train and equip staff to respond to an emergency by using these plans
 Co-operation (between category 1 & 2 responders & participation in Forum meetings)
 Warning & Informing the public
 Business Continuity Promotion (including working with the business community)

c) Grounds Maintenance Services (Including Cemeteries)

<p>Statutory Services: Burials and Burial Grounds Litter Collection Allotment management Management of Land Licenses</p>	
<p>As well as these non statutory services: Floral Displays Seating and Benches Provision and cleansing of Dog Bins Housing Amenity Areas Paddling Pool Management Maintenance of formal equipped playgrounds</p>	<p>Maintenance of Closed Churchyards Highway verges Maintenance of Parks and Open Spaces Pest Control Services Litter Bins within Open Spaces Rivers Maintenance of Woodlands</p>

Outdoor sports provision
Delivery of the SLA with North Herts
Homes

Maintenance of Local Nature Reserves
Delivery of the agency agreement with Herts
Highways

d) Leisure - Swimming Pools and Indoor Sports Facilities

Leisure - Hitchin & Royston Contract (Stevenage Leisure Ltd):

- Hitchin Swimming Centre £360k and Archers surplus £395k. Total £35k (This includes NNDR savings of £100k)
- Royston Leisure Centre surplus of £45k (This includes NNDR saving of £94k)

As part of the Hitchin Swimming Centre capital project to provide three new fitness studios and provide a new changing village the Council negotiated with SLL a management fee reduction of £163k per annum. In return the Council has extended the contract to the full term, therefore, both the Hitchin and Royston contracts will complete on 31st March 2024.

Leisure - Letchworth Contract (Stevenage Leisure Ltd)

- North Herts Leisure Centre Surplus £306k (less NNDR of £142k = -£448k)
- Fearnhill Sports Centre Surplus £5k
- Letchworth Outdoor Pool £91k (less NNDR savings of £18k = £73k)

As part of the Hitchin Swimming Centre capital project that was completed in 2015 three new fitness studios and a new changing village were provided. Council negotiated with SLL a management fee reduction of £163k per annum. In return the Council has extended the contract to the full term, therefore, both the Hitchin and Royston contracts will complete on 31st March 2024.

e) Hitchin Markets

Hitchin Market

General market on Tuesday, Friday and Saturday. Also a Bric a Brac market operates as part of the Friday Market and a car boot operates on a Sunday
No Subsidy

This contract was extended by a further 3 years in 2013 which and option to extend by an additional 2 years. The extension provided a reduction of £22k.

f) Parks and Countryside Development

Non statutory services:

Planning and development of:
Green Space Strategy
Green Space Action Plans
Outdoor Sports Facilities Action Plans
Allotments Action Plans
Outdoor Play Provision Action Plans

Main Areas of Work:

Tree Maintenance (NHDC & HCC)
Development and Conservation of Woodlands
Development of Local Nature Reserves
Renovation and Development of Green Space

Church Yards & Cemeteries Action Plans Biodiversity Action Plans Tree Management Action Plans	Multi-games Areas Tennis Courts Playgrounds Youth Provision Sports Pitches Pavilions
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g) Parking Services

Statutory Services: Implementation of the Traffic Management Act 2004	As well as these non statutory services: Management of all public car parks Management of on street parking provision Off Street Parking Enforcement
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h) Waste Management, Recycling and Street Cleansing Service

Statutory Services: Residual Waste Collection Commingled recycling Collection Paper Collection Bulky Item collection service Domestic clinical waste collections Trade Waste Collection Commercial waste recycling service, Street Cleansing Removal of fly tips Hazardous Waste Collection Provision and emptying of Litter Bins Dead animal removal	As well as these non statutory services: Education and Promotion of recycling and waste minimisation practises Road shows/talks and presentations Organic waste collection inc' food waste, and garden waste Public Convenience Management Winter maintenance – gritting within town centres (on behalf of Highways). Schools recycling service Autumn leaf clearance Domestic waste audits Real nappy demonstrations Street name sign cleaning Waste and street cleansing helpdesk Storage/ transfer and sale of recycling Graffiti removal
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i) Partnerships

Due to the complexity of managing longer term issues it has been necessary to develop a number of partnerships. These partnerships have been developed and managed at a strategic level.

Current partnerships include with our service providers include:

- Waste Management - Veolia Environmental Services Ltd & Hertfordshire Waste Partnership, Danfo (UK) Ltd, East Hertfordshire District Council
- Grounds Maintenance - John O'Conner Grounds Maintenance Ltd
- Leisure Management - Stevenage Leisure Ltd
- Emergency Planning - Hertfordshire Resilience Local Resilience Forum

Partnership Board meetings are held with the Waste, Leisure and Grounds Maintenance contractors (Veolia ES Ltd, Stevenage Leisure Ltd and John O'Conner's). These meetings

are chaired by the relevant Executive Member, include senior representatives from all parties and meet three or four times a year.

In addition, there are a number of other operational partnerships with charitable and volunteer based organisations as well as not for profit organisations. These include:

- Countryside Management Service (C.M.S)
- Groundwork Trust
- North Hertfordshire Homes
- Letchworth Garden City Heritage Foundation
- Royston Town Council
- Parish Councils
- Hertfordshire Highways
- Hitchin BID

NHDC work with these organisations to provide benefits to our communities.

1.2 How the service links to Our Priorities

The service areas link with the Objectives in the following ways:

Service Area	Category*	Priority	Link to Priority
Emergency Planning	Statutory	Prosper & Protect	The service ensures that the requirements of the Civil Contingencies Act are met.
Grounds Maintenance:			
Burials	Statutory/ Mandatory	Responsive and Efficient	The districts cemeteries are within or adjacent to the local town centre providing a community focus a respect and remembrance for the deceased.
Maintenance of Parks, Open Spaces and associated infrastructure	Discretionary Core	Responsive and Efficient	A highly visual service area that affects every resident and visitor alike. Sustainability is a key element for the maintenance of Local Nature Reserves, Commons and other natural areas. How this service is delivered impacts directly upon the green credentials of the authority. Provides immeasurable amounts of pleasure and improves the quality of life and is free for all providing facilities for all age groups, races, religions and communities across the district.

Service Area	Category*	Priority	Link to Priority
	Discretionary Core		
Leisure Contracts	Discretionary Core	Attractive & Thriving	Our major leisure facilities contribute to the health and wellbeing of our communities. The quality of provision maintains high levels of customer satisfaction.
Parking Services: Enforcement	Discretionary Core	Prosper & Protect Responsive & Efficient	On street and off street enforcement ensures the safety of our communities whilst protecting the sustainability and quality of our town centres.
Market Contracts	Discretionary Core	Prosper & Protect	The Markets assist in the sustainability of some of our town centres and plays an important role in ensuring the economic vitality of town centres.
Parks & Countryside	Discretionary Core	Attractive & Thriving for our communities	The Service provides the planning and development of public open space, allotments, trees, woodlands, countryside sites, outdoor sports facilities, playgrounds and youth provision. It is responsible for the maintenance for both the District and County Councils tree stock. It produces strategies, action plans, policies and tender specifications in relation to Parks and Open Spaces to meet the communities' needs within the Council's Vision and Strategic Objectives. It secures external funding opportunities reducing capital expenditure and project manages the implementation of major capital and revenue work programmes resulting from adopted strategies, action plans and policies.
Waste, Recycling & Street Cleansing	Statutory/ Mandatory	Responsive and Efficient	These services are provided by NHDC's main contractor Veolia ES Ltd. The services are provided to ensure all residents receive an accessible, cost effective and efficient way to dispose of their household waste whilst providing opportunities to recycle. Working closely with the HWP to ensure there is a strategic approach across the County to deliver on our aspirations. This has included

Service Area	Category*	Priority	Link to Priority
			increasing recycling rates from 50% to almost 60%, whilst significantly reducing the amount of waste sent to landfill. We continue to encourage our residents to produce less waste through waste minimisation educational programmes.
		Responsive and Efficient	Street Cleansing provides a scheduled zoned cleansing service to all roads and footpaths through the District. Also including graffiti and fly tip removal, provision and emptying of litter bins, autumn leaf fall clearance
Public convenience cleansing	Discretionary non core	Responsive and Efficient	Provision of three public toilet facilities in Letchworth, Hitchin and Royston, including cleansing and maintenance Cleansing of toilet facilities at splash parks.
Commercial waste and recycling collection service	Discretionary Core (Statutory duty to arrange)	Prosper & Protect	Provision of a waste collection and disposal service to approximately 1320 commercial properties within North Herts
Schools recycling service	Discretionary Core	Prosper & Protect	Provision of a comprehensive collection and recycling service to 68 of the 75 schools within North Herts

*Category

Statutory/Mandatory – NHDC has a statutory duty to provide this service

Discretionary Core – NHDC has the power to provide this service. It either supports the delivery of front line services, covers overheads or generates a net income for NHDC.

Discretionary non core – Discretionary services that do not directly support any other front-line. Council service.

1.3 Budget

The budget for Leisure & Environmental Services for 2016/17 is attached as Appendix C.

Further financial performance for this service area is discussed in section 2.5 of this Service Plan.

2. WHERE ARE WE NOW?

Baseline assessment of service

2.1 Performance Profile

The performance indicators for the service areas set out how well the service is currently performing against a range of criteria, measures, targets and customer expectations. The performance indicators below are reported to the Overview and Scrutiny Committee. In addition to these, there are management information indicators that are used to ensure the service strives to improve or deliver services more efficiently.

Corporate Performance Measures 2016/17:

PI	Description	Annual 2016/17 Target	Latest Data	Status
MI LI015	Number of visits to leisure facilities	1,285,000	1,100,932 (Jan 16)	Green
NI191	Kg residual waste per household	360kg	316kg (Jan 16)	Amber
NI192	% of household waste sent for reuse, recycling and composting	60%	58.09% (Jan 16)	Amber

Management Indicators:

PI	Description	Annual 2016/17 Target	Latest Data	Status
MI LES001	Number of car parking tickets purchased in Hitchin	N/A Data Only	655,774 (Feb 16)	N/A
MI LES002	Number of car parking tickets purchased in Letchworth	N/A Data Only	184,302 (Feb 16)	N/A
MI LES003	Number of car parking tickets purchased in Royston	N/A Data Only	256,938 (Feb 16)	N/A
MI LES004	Number of parking penalty charge notices issued	N/A – Data Only	11,258 (Feb 16)	N/A
LI019	No. of collections missed per 100,000 collections of household waste	N/A – Data Only	20.56 (Feb 16)	N/A
LI020	% of missed collections put right within the allowed timescale	N/A – Data Only	100% (Feb 16)	N/A
LI028	% of reported graffiti/bill-posters or stickers removed within timescale	N/A – Data Only	100% (Feb 16)	N/A
LI029	% of street cleanliness complaints put right within timescale	N/A - Data Only	100% (Feb 16)	N/A
LI048	Kg of residual waste from households per household (excluding street arisings and clinical)	N/A - Data Only	287kg (Jan 16)	N/A
LI049	% of waste from households recycled or composted (excluding street arisings and clinical)	N/A - Data Only	60.36% (Jan 16)	N/A
NI193	% of municipal waste sent to landfill	N/A - Data Only	44.37% (Jan 16)	N/A
LI050	% of municipal waste sent to landfill (reuse removed)	N/A - Data Only	44.43% (Jan 16)	N/A

2.2 Public Perception

The customer's perception of the service is analysed to ensure the service responds to feedback. This includes analyses of information obtained from the Council's Compliments, Comments and Complaints process.

The following details consultation that has highlighted areas of success or the need for improvement:-

Emergency Planning & Business Continuity

The Emergency Planning and Business Continuity Planning web-sites continue to receive good levels of interest.

Leisure

The Council's major leisure facilities take part in Sport England's National Benchmarking service and also undertake non-user surveys, the two surveys are undertaken in alternative years. The results of these form part of the annual joint work programmes.

The 2015 District Wide Survey demonstrated that 91% of residents are satisfied with the Council run leisure facilities they have used within the last year, 46% of residents used council run leisure facilities within the last year.

Parking

The 2015 District Wide Survey demonstrated that 78% of residents have used public car parks run by North Hertfordshire District Council, of the 78% & 77% are satisfied with this service.

Parks & Countryside & Grounds Maintenance

The 2015 District Wide Survey showed that around three-quarters of residents have used parks and open spaces (75%) in the last year, while 41% used children's play areas or multi-use games areas.

Residents were asked to what extent they agree or disagree with various perceptions of the District Council, 67% agreed that NHDC is working to make the area cleaner and greener. This is a 5% decrease on the previous survey in 2013.

The table below shows the results of the District Wide Survey in relation to satisfaction levels of parks and open spaces.

Year	2001	2002	2003	2005	2009	2011	2013	2015
Very / Fairly Satisfied	59%	69%	68%	75%	73%	90%	93%	93%
Very / Fairly Dissatisfied	12%	8%	8%	7%	9%	5%	4%	3%

These results demonstrate a 23% increase in satisfaction levels over the past ten years and a 4% drop in dissatisfaction. Usage of parks and open spaces has dropped by 4% since 2013.

The ongoing improvement in satisfaction since 2001 demonstrates that the current structure of having separate sections, one responsible for maintenance and the other for development of green space has brought clear benefits to our customers. This has enabled the council to adopt a proactive rather than reactive approach to the development of green space. By having clear strategies and action plans in place it has enabled the council to secure significant external funding opportunities for the development of green space. Prior to 2001 day-to-day operational issues often took precedence over long-term strategic planning.

Parks & Open Spaces – Citizen’s Panel 2014

The 2014 Citizen’s panel survey identified 82% of residents visit NHDC’s maintained parks and open spaces. More than a third of residents reported that improved refreshment facilities (35%) would encourage them to visit more often. Around a quarter of residents also said improved children’s play facilities (29%), more seating (27%), improved conservation areas/plantings (25%) and improved footpaths (23%) would encourage them to visit more often.

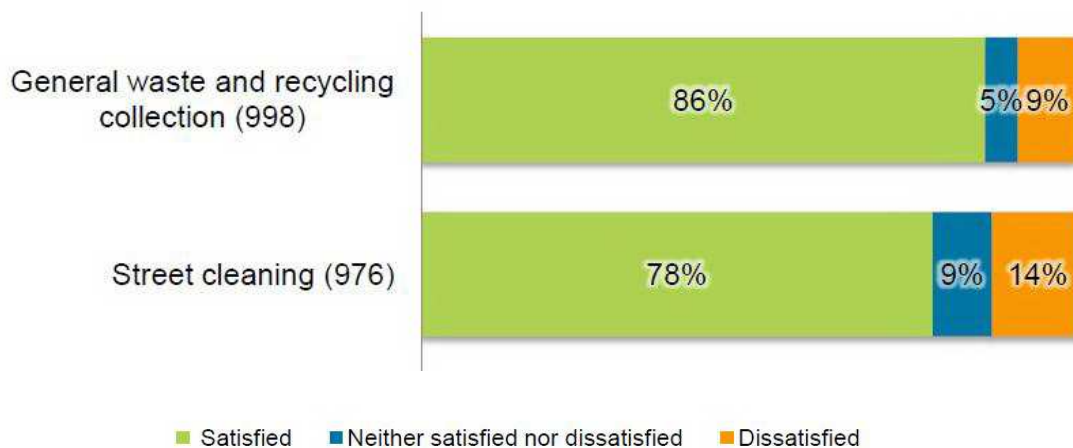
Crematorium

The Council continues to consider the feasibility of building a crematorium at the site of the existing cemetery at Wilbury Hills in Letchworth following the recently approved planning application for a similar facility within the district by a private sector provider.

Waste, Recycling and Street Cleansing

The 2015 District Wide Survey demonstrated that over three quarters of North Hertfordshire residents are satisfied with general waste and recycling collection (86%), and street cleaning (78%). Satisfaction with general waste and recycling collection at 86% is in line with the 85% recorded in 2013, overall satisfaction with street cleaning is also stable (78% in both 2011 and 2013).

Figure 5: Satisfaction with universal Council services (All valid responses)



2.3 Key achievements and outcomes from 2015/16

Successes delivered against the service action plan for Leisure & Environmental Services for 2015/16 include:

Emergency Planning

Action	Output	Outcome
Deliver Emergency Planning and Business Continuity Work Programme during 2015-16	Complete Work Programme.	Consolidation of NHDC Emergency Plan and Business Continuity Plan and development of new NHDC Resilience Plan with associated plans and documents. Arrangements developed with leisure contractor Stevenage Leisure Ltd to improve resilience for providing an Emergency Assistance Centre response. Improved response to Major Incident for both EP and BCP through improved Planning and Awareness
Deliver Emergency Planning and Business Continuity Planning Training programme during 2015-16	Complete training programme	NHDC and Hertfordshire Resilience Partnership training prospectus training sessions offered. NHDC Resilience Conference held on 'Learning from Major Events Planning'.

Grounds Maintenance

Action	Output	Outcome
Seek formal recognition of service delivery	Green Flag Applications for Norton Common, Priory Memorial Gardens, Purwell Meadows, Ivel Springs and Howard Gardens	Award of Green Flag for all five locations. Two of these site are first time applications
Sourcing of external funding to resource conservation projects including community involvement and volunteer activities	Applications submitted for a Veolia (Land fill tax credit) Environmental award for Purwell Meadows Hitchin. Also grant funding for works at Oughtonhead Common and Norton Common	Purwell Meadows application successful and works delivered. Works have been completed also at Oughtonhead Common and Norton Common with significant results
Ongoing service delivery throughout the District through management and monitoring of the contract with John O'Conner's	Ongoing continuous contract monitoring of all service elements	Confirmation of continuous improvement and ongoing value for money in comparison with other authorities

Action	Output	Outcome
Management and in some instances reduction in costs	Through partnership with our service provider costs have been managed without impacting upon the quality of service seen by our residents	Costs have been managed and contained within existing budgets
Reduction in over head costs to ensure value for money	Incorporation of Land Licenses for events on NHDC land to be incorporated into existing level of resources. However this will be reviewed over 2015	Work loads have been reviewed and redistributed.
Ongoing review of contract specifications to enable maintenance to be sensitive to the environment	Areas of maintenance have been reviewed and contract specification amended accordingly	Introduction of cattle grazing and sheep grazing at Weston Hills. This will also include Ivel Springs from 2016
Howard Park & Gardens "Parks for People" Lottery Restoration Scheme	Delivery of Lottery funded activity plan	In partnership with Groundwork Hertfordshire delivered range of park based activities including, Half Term Junior Rangers Club, Howard Park & Gardens Halloween Horrors, Picnic in the Park, Letchworth Schools Veg Fest & Family Fun Day.
Implement Churchyard and Cemetery Action Plan	Create Garden of Remembrance, Hitchin Cemetery	Work undertaken by volunteers under the supervision of the Countryside Management Service (CMS). Grass cutting changed to conservation cut, wild bulbs & flowers planted, interpretation boards installed in summer 2014. Now phase 2 has been delivered increasing the area of biodiversity
Partnership working with Countryside Management Service (CMS) for conservation of our countryside sites	To meet the aims of the Councils Biodiversity Action Plan to conserve and enhance NHDC's natural environment.	In 2015/16 Countryside Management Service enabled 4636.5 hours voluntary activity to deliver improvements at these and other sites across North Herts – Health Walks Leaders (all volunteers) contributed a further 2145 hours through their work. 429 Health Walks for various abilities provide activities that improve general health & wellbeing, contributing to the delivery of Public Health objectives and achieving 7805 participations . Volunteers also completed 548 hours of work on public rights of way in North Hertfordshire. The Higher Level Stewardship

Action	Output	Outcome
		grants for our countryside sites secured £105,750 of external investment over the next 10 years.

Leisure Contracts & Projects

Action	Output	Outcome
Agreement to undertake capital investment of £3m into the North Herts Leisure Centre.	This will ensure that the leisure centre is fit for purpose to the next 20yrs.	The capital investment will increase the number of users to the facility and will reduce the annual leisure management fee for the centre by £216k per annum.
Quest	All sites have maintained Quest: - Royston Leisure Centre, maintenance review, achieved an excellent. North Herts, full assessment Excellent Hitchin Swimming Centre, maintenance review, achieved very high/good	November 2015 December 2015 February 2016
Refurbishment to Archer steam room, sauna, reception and corridor.	Has provided an improved facility for the members and future members of Archers.	Good quality refurbishment which has enhanced the quality of the building.
Maintain good levels of PCN's	To review the enforcement patterns to ensure a good level of enforcement based on staffing levels being down. And to ensure that TRO's are enforceable.	The main focus has been on-street enforcement, therefore, improving the traffic management of streets.
Purchased new parking enforcement handheld and printers.	The new equipment will ensure that all Civil Enforcement Officers (CEO's) have good quality and reliable equipment to enable them to undertake their duties.	This will assist the CEO's in enforcement and improve the traffic management of streets and car parks.

Parks & Countryside

Action	Output	Outcome
Baldock Allotment Association self management	Self management of Baldock allotments.	Management undertaken by Allotment Association
Priory Memorial Gardens, provision of water splash park	New water splash park to improve infrastructure and increase visitors enjoyment of Town centre site	Water Splash park due to open May 2016
Bancroft Recreation Ground, provision of water splash park	New water splash park to improve infrastructure and	Water Splash park due to open May 2016

Action	Output	Outcome
& toilet facility	increase visitors enjoyment of Town centre site	
Bush Springs Play Area refurbishments	Infrastructure improvements to increase visitors enjoyment of play area with reduced health & safety issues	Play area opened August 2015
Baldock Development Belt, feasibility study for wheeled sports facility	Undertake feasibility study for wheeled sports facility	Completion of feasibility study
Implement programme of management and maintenance for trees and woodlands	Sustainable management of trees	In addition to NHDC's own tree stock manage highway trees under an agency agreement for HCC in the urban areas. 110 new trees planted.
Walsworth Common Play Area	Completion of refurbishment of play area following consent from DEFRA	Play Area open Spring 2015
Tender out function of Groundwork Hertfordshire for 2016 - 2019	Deliver Green space Action Plan under new contractual arrangements	Contract awarded to Groundwork Hertfordshire.

Waste Management

Action	Output	Outcome
Completion of Waste Compositional Analysis for houses, flats and street arisings	Understanding to inform service design for new waste and street cleansing contract due in 2018.	Protecting our environment for our communities and living within our means to deliver cost effective services.
Completion of an additional high speed road cleanse on the Baldock bypass and restructuring of cleansing timetable	Reduced complaints about high speed road cleansing.	Protecting our environment for our communities and living within our means to deliver cost effective services.
Installation of dual bins for recycling and review of litter bins in Hitchin town centre	Increased diversion from landfill. More targeted bin locations.	Protecting our environment for our communities and living within our means to deliver cost effective services.
Preliminary work undertaken to develop a business case for joint working with East Hertfordshire District Council for waste and street cleansing	Potential for decreased service costs	Protecting our environment for our communities and living within our means to deliver cost effective services.
Completion of refuse and recycling round route optimisation analysis	Understanding of potential savings from the new collection contract due in 2018	Protecting our environment for our communities and living within our means to deliver cost effective services.
Completion of street cleansing maps	Improved understanding of cleansing zones	Protecting our environment for our communities and living within our means to deliver cost effective services.
Completion of collection round maps	Improved understanding of collection zones and potential efficiencies	Protecting our environment for our communities and living within our means to deliver cost effective services.

Action	Output	Outcome
Completion of flytipping hot spot mapping for 2015	Understanding of trends	Protecting our environment for our communities and living within our means to deliver cost effective services.
Development of 'app' to aid the collection of data regarding litter and dog bin locations.	Improved data collection for new street cleansing contract	Protecting our environment for our communities and living within our means to deliver cost effective services.
Development of new graffiti management and removal policy	Greater clarity for residents on NHDC responsibilities and services	Protecting our environment for our communities and living within our means to deliver cost effective services.
Introduction of charges for commercial recycling	Potential for service cost recovery	Protecting our environment for our communities and living within our means to deliver cost effective services.

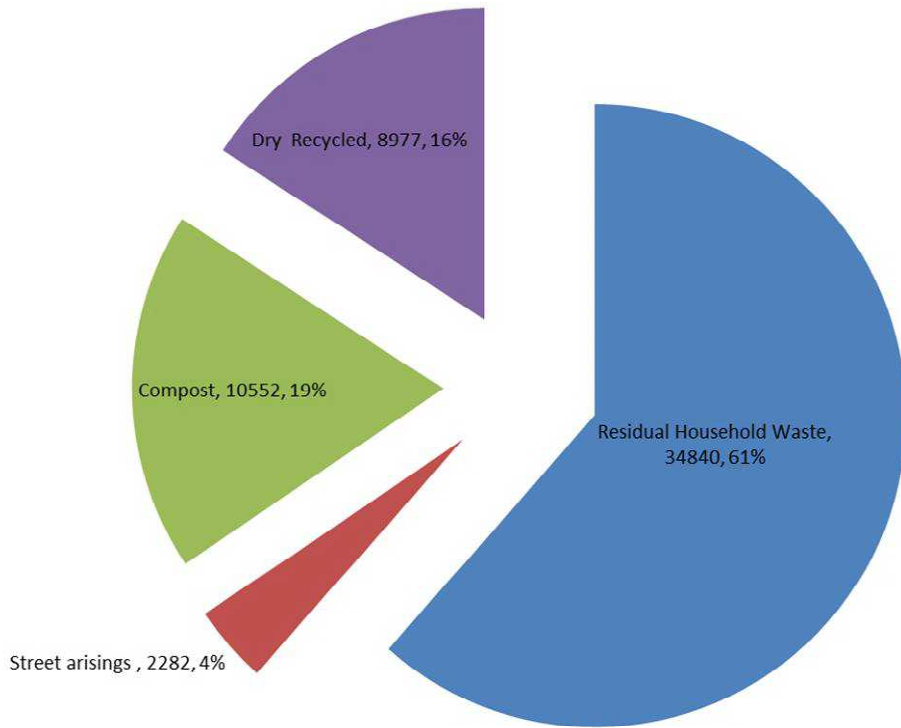
The following table shows the improved performance of waste services over the past ten years, significantly increasing recycling and sending less waste to landfill.

NHDC 10yr Annual Performance for Waste tonnage	2006-7	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Residual Household Waste	34840	30571	24325	23467	23022	23354	23852	18560	17850	TBC
Street arisings	2282	1882	1575	2044	1926	1912	1974	2184	3390	
Compost	10552	11851	14875	14296	14738	14785	13903	15352	15399	
Dry Recycled	8977	10071	10934	9761	9965	9571	8817	11967	13044	
Total NHDC waste	56650	54374	51709	49567	49651	49622	48546	48064	49683	

The following two pie charts illustrates the significant changes over the past decade with total waste arisings for NHDC decreasing from 56,650 tonnes per annum in 2006/7 to 49,683 tonnes in 2014/15, this is on a backdrop of national increasing levels of waste arisings and an increasing population.

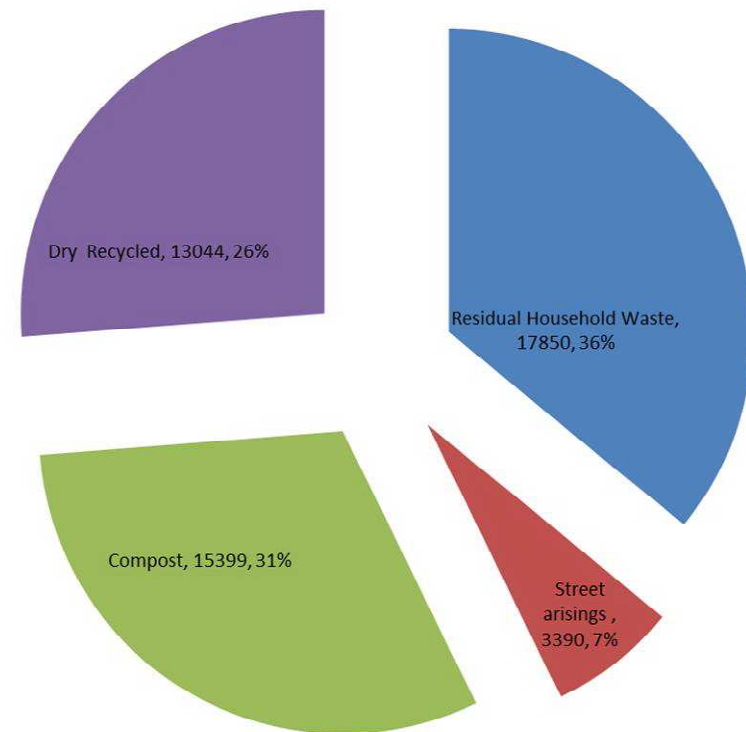
NHDC Waste Collected 2006-7

■ Residual Household Waste ■ Street arisings ■ Compost ■ Dry Recycled



NHDC Waste Collected 2014-15

■ Residual Household Waste ■ Street arisings ■ Compost ■ Dry Recycled



The following actions were not delivered in 2015/16 and will be carried forward into the 2016/17 Action Plan:

Action	Original Due Date	Revised Due Date	Reason
Smithsons Recreation Ground, resurfacing pathways, enhance planting & biodiversity	01/03/16	01/07/16	Additional consultation required for final design stage.
Cadwell Recreation Ground, enhance riverside biodiversity	01/03/16	31/03/17	In order to secure additional external funds a Green Space Action Plan has been produced. Funding applications and works scheduled for 2016/17.
Butts Close, Pathways, benches, replace gate, historical interpretation	01/03/16	31/03/17	Additional consultation required to produce Green Space Action Plan. Works on site now scheduled for 2016/17.
Grange Recreation Ground, entrance improvements, remove ascot fencing, add bike restrictors & enhance biodiversity	01/03/16	01/05/16	Included in same tender as Baldock Road improvements which is awaiting landlords consent.
Jackmans Recreation Ground, remove old pavilion base, construct new footpath	01/01/16	01/05/16	Included in same tender as Baldock Road improvements which is awaiting landlords consent.
Baldock Road Recreation Ground, removal of concrete bases and car park extension	01/03/16	01/07/16	Awaiting landlords consent to undertake improvement works.

2.4 External Reviews

Green Space Audits

The burials service received an external audit in 2015 to identify any weaknesses in the authorities compliance with the Local Authorities Cemeteries Order (Laco) The recommendations of this initial audit have been actioned and the opportunity taken to rationalise our systems and procedures making them more resilient and stream lined as part of the process.

Parks & Countryside / Grounds Maintenance

In 2015 two additional sites gained Greenflag Accreditation which was Purwell Meadows Hitchin and Ivel Springs Baldock. This brings the total to 5 sites with Greenflag Accreditation.

Emergency Planning & Business Continuity

Internal Audit Reviews of both Emergency Planning and Business Continuity Planning have indicated that both services are delivering the essential requirements of the CCA. A Business Continuity Audit in 2014 gave a substantial assurance level.

Leisure

Quest, a nationally accredited quality standard for leisure, developed by Sport England is used to assess the quality of provision for our major leisure facilities every two years. In Royston, Letchworth and Hitchin they have Quest scores of excellent, excellent & very high/good All of our

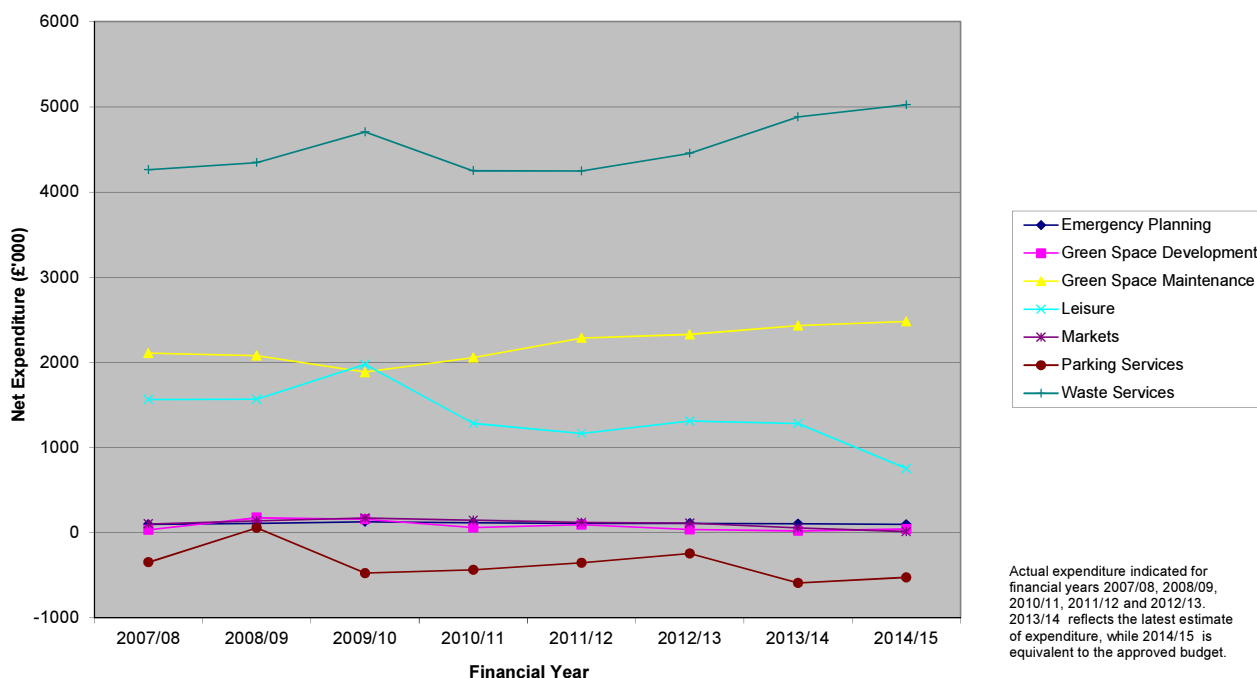
major leisure facilities are in the upper quartile for quality when measured against Quest. At the 2013 Quest and National Benchmarking Conference in Loughborough. Royston Leisure Centre was awarded 1st Place in the UK out of more than 260 leisure centres. In addition, annually Sport England's benchmarking is carried out and for both Quest and benchmarking, the Contractors in conjunction with the Council producer a joint action plan for continuous improvement.

Parking Services

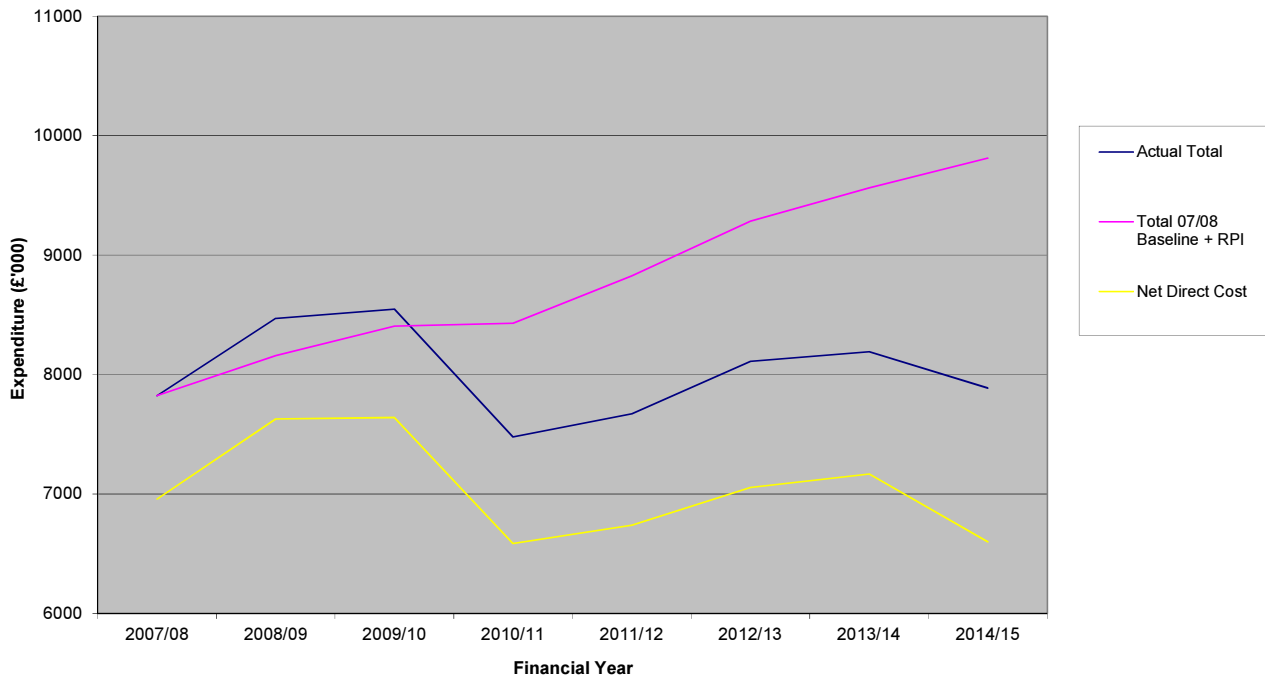
Last years Parking Services was involved in an audit that primarily focused on the delivery of the Notice Processing Team, however, due to the service overlap, there was still involvement from Parking Services. A substantial assurance was given, and there were only three actions points, all were 'Merits Attention' which is the lowest level.

2.5 The revenue budget has changed over the past seven years reflecting the saving made within Leisure & Environment.

Leisure & Environmental Services expenditure by service area 2007/08 - 2014/15



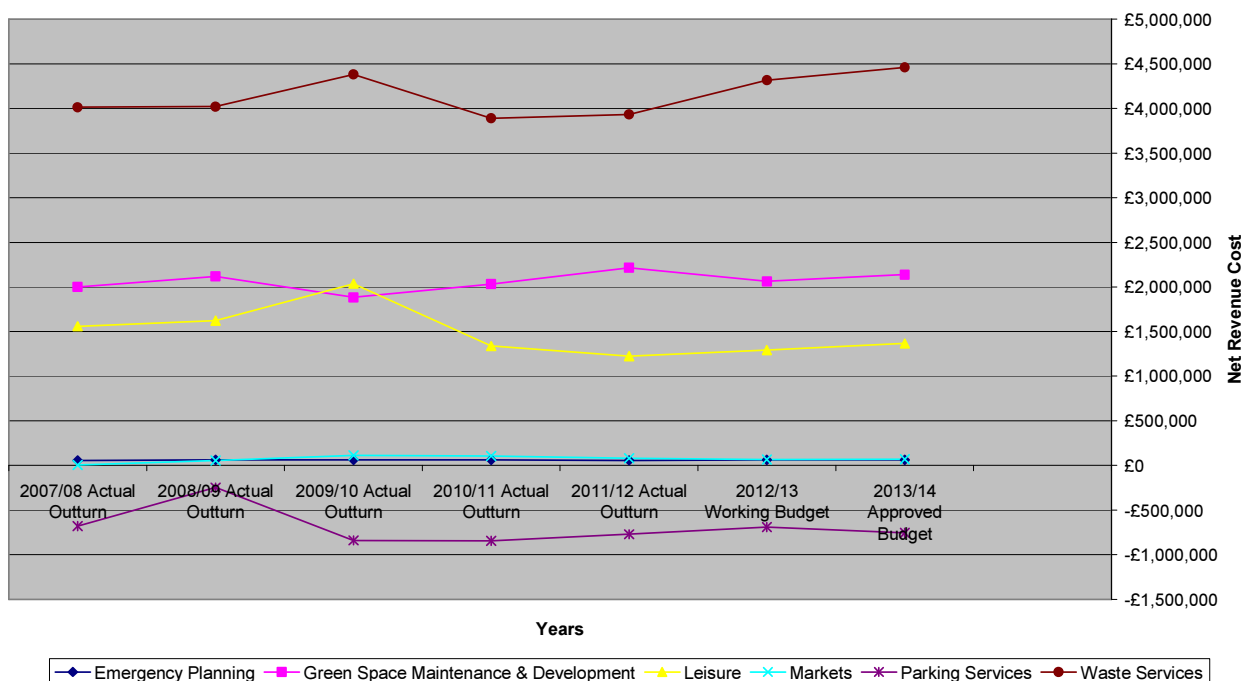
Trend in Leisure & Environmental Services Expenditure 2007 - 15



The graph shows the purple line as the baseline year as 2007/8 taking annual inflation into consideration the cost of the service in 2013/14 would be over £9.5m. However, savings made over the past 7 years mainly relating to contractual savings, that has reduced this to a budget for 2013/14 to £8.2m (black line), a saving of over £1.3m. Indirect costs over the same period are remaining at between 12-13% on average with 2013/14 overall indirect cost at over £900K p.a. (difference between the black and green lines)

The following graph shows the net revenue costs for each of the main service areas within Leisure & Environment. The Waste Service clearly remains the highest service cost, with car parking being the least and actually generating a surplus.

Service Area Net Annual Revenue Costs



The table below shows Leisure and Environmental Services growth between 2007 to 2015 increasing by 2.8%. However, if we use RPI on the 2007/08 actual outturn the increase is 17.4%.

Service Area	2015/16 Working Budget	2014/15 Actual Outturn	2007/08 Actual Outturn	Increase / (-) Decrease over ten years	% change
Emergency Planning	£89,800	£95,658	£100,007	-£10,207	-11.4%
Green Space Maintenance & Development	£2,555,800	£2,485,761	£2,142,007	£413,793	16.2%
Leisure	£1,029,800	£781,658	£1,562,968	-£533,168	-51.8%
Markets	£28,500	£16,553	£103,459	-£74,959	-263.0%
Parking Services	-£891,500	-£871,071	-£346,343	-£545,157	-61.2%
Waste Services	£5,238,000	£4,841,679	£4,261,252	£976,748	18.6%
TOTAL	£8,050,400	£7,350,240	£7,823,349	£227,051	2.8%
Total Expenditure - 2007/08 baseline + RPI	£10,008,347	£9,812,105	£7,823,349	£1,740,106	17.4%

This year our projected outturn for our service area is less than 10% (9.5%) growth on the previous year, taking into account contractual growth this is higher than expected. The challenge for the future is to identify saving in the service areas shown below.

Finance Reporting Summation Point	Actuals 2014/15 Outturn	2015/16 Projected Outturn reported at quarter 3	
Allotments	-5,571	9,400	UP
Amenity Areas	2,336,632	2,448,800	UP
Burial Grounds	1,456	12,200	UP
Emergency Planning	95,658	89,800	DOWN
Leisure Development	0	800	UP
Leisure Management	781,658	1,029,000	UP
Markets	16,553	28,500	UP
Parking Services	-871,071	-891,500	DOWN
Parks & Open Spaces Administration	937	300	DOWN
Parks Development	69,950	34,800	DOWN
Public Conveniences	147,163	136,500	DOWN
Refuse service	1,800,799	1,939,600	UP
Rivers	82,357	50,300	DOWN
Street Cleansing	1,109,674	1,171,000	UP
Trade Refuse	-78,397	-116,300	DOWN
Waste Management	0	-24,800	DOWN
Waste Recycling	1,862,441	2,132,000	UP
Grand Total	7,350,240	8,050,400	

3. WHERE DO WE NEED TO BE?

In order to meet the budget efficiencies required in 2016/17 and beyond the service will need to deliver the following agreed efficiencies:-

- Work in Partnership to deliver increased efficiencies and improve services for 2014-15 this will include:-
 - **Leisure Facilities** – The Council will be working with SLL to undertake a capital project at the North Herts Leisure Centre, this will require a capital investment by the Council of £3m, and SLL will reduce their management fee by £216k per annum. When the North Herts Leisure Centre project is complete the total cost of all leisure contracts will be a surplus of £641k.
 - **Markets** – to continue working in partnership with Hitchin Market Ltd to ensure the Hitchin Market has good utilisation levels and remains an asset to the community.
 - **Waste Services** – The service has focused in 2015/16 on developing a business case for joint working with East Hertfordshire District Council this work is ongoing before moving forward with developing specification options in advance of re-tendering the waste and street cleansing contract. This will focus on our corporate priorities of Protecting our environment for our communities and living within our means to deliver cost effective services and to prevent an increase in the carbon footprint of the service. Determining the balance between high service standards and costs will be important for the new contract, with members and residents being consulted on the service priorities. We will continue to work closely with the HWP to further meet with these corporate priorities, implementing changes to the waste IT infrastructure and driving forward with the production of a business case for a Northern Transfer Station to help prevent substantial financial growth in future years. We will also work with partners to further consortium arrangements for the collection and sale of recyclates and consider other joint procurement opportunities and options for the medium to long term. In addition a new charging structure will be introduced for trade waste and trade recycling to ensure that the service remains financially viable whilst supporting local businesses.
 - **Green Space** – continue to improve quality of green space with its associated health benefits by working closely with the CMS and Groundwork Hertfordshire to deliver the action plans of the Council's newly adopted Green Space Management Strategy. Review the strategy to ensure it is sustainable and affordable for future years. Continue to review working practices of our grounds contractor to reduce environmental impact. The existing contractual arrangements expire in 2017 and the delivery of this service needs to be considered and planned according budget constraints and public expectations in the future. Therefore a process of review will be undertaken that will identify the most advantageous route forward beyond 2017.
 - **Emergency Planning** needs to complete the consolidation of the NHDC Emergency Plan and Business Continuity Plan into the new NHDC Resilience Plan and associated plans and documents, including the new Emergency Assistance Centre (EAC) Plan and subsequent training of Stevenage Leisure Ltd staff to assist with the setting up and running of EAC's. Also working with partners on Flood Management Planning. Business Continuity Planning promotion both within NHDC and to local businesses continues to be a high priority.

The service will have to make the following changes in order to comply with the Localism Act and other central government policies when guidance becomes available and as their implementation date approaches:

Any changes to service delivery which may be required following Localism Act or other changes required due to legislation/government policy for example Housing and Planning Bill.

Our aim throughout delivery of any service is that it should be inclusive. In order to ensure this and as is required of the Authority and ensuring we fulfil the requirements placed on us through the Equalities Act 2010, officers will be required to:

- Complete an Equality Analysis each time a proposal is made which changes the manner in which a service is delivered, where a project costs in excess of £50,000 (excluding utility contracts) or affects more than two wards
- Evidence of that assessment and its findings will be referred to and available as a 'background paper' for any report requiring a decision by members, so that the impact and its risks can be fully considered before recommendations for change or adoption are agreed.
- The positive **and** negative impacts of such analysis will be provided *in summary only* within the committee report using the standard report template available from the Committee Services section.
- The report must also be approved by a member of the corporate Policy Team in order to ensure it fulfils the requirements of the Equality Duty, 'that members are fully informed and aware of equality implications at the time they make a decision'.

From January 2013, under Public Services (Social Value) Act 2012, local authorities were required to capture the 'social value' of their investment into local projects. Two comparative projects may have the same financial value, but it is the value to the local community, community groups or individuals which needs to be captured and reflected more accurately in order to better inform decision making; this should therefore be built into individual service plans, and the individual projects reflected within them. The corporate Policy team will be able to advise further if help is required.

In order to mitigate risks or improve governance arrangements the service needs to:

- Complete agreed internal audit actions
- Ensure all documentation and IT records comply with the retention policy
- Ensure all relevant risks are identified, kept under review and efforts made to mitigate impacts/reduce risks etc.
- Financial risks identified to be included into the corporate business process.
- Assist in the development of more robust corporate procurement processes and procedures
- Ensure projects are effectively managed
- Ensure there is effective communication including regular meeting with Executive Members
- Develop and train our staff, regular 1:1's and effective and appropriate team meetings

A SWOT/PESTLE analysis has shown the following weaknesses/threats that the service will address by:-

- Assist in the development of more robust corporate procurement processes and procedures
- Maintain and Improve communication, skills and knowledge to ensure we are effective in increasing times of change and maintain service delivery and customer satisfaction.
- Develop our staff, partners and relationships, to improve productivity and morale
- There is an identified lack of resilience in Waste service that will be addressed through the exploration of Shared service arrangements or new ways of working with additional training to provide staff with additional skills

SWOT Analysis for Leisure & Environmental Services:

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Providing good quality, high valued customer focused services • Managing Change • Project Management –delivering on time within budget and fit for purpose • Staff – committed, competent, and flexible • IT – up-to-date resource • Good communication within Authority and externally • Influential Service profile 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Increasing customer expectations • Fluctuating/depressed markets for materials sales. • Changing market and lifestyles • Lack of flexibility – outsourced most of the major services • Limited resources & capacity • Reliance on fossil fuels • Services are expensive due to their large scale and therefore attract greater focus for economies and cost reductions • Older contracts present greater financial risk at retendering.
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Work with other partners for joint provision of services • Review contracts prior to renewal • External funding for capital programme - Green Space • New working practices – work-from-home & remote working 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Economic recession • Provision of non statutory services • Staff recruitment and retention • Withdrawal of external funding • Contract renewal costs and resource requirements • Increasing Government targets for waste • Increasing cost of fossil fuels and limited availability – fuel shortages • Lack of Political focus and clear direction

PESTLE Analysis:

Political Government trends and the impact on service delivery. Changing local political priorities Need for longer term planning	Economic The impact of the recession on the service (decrease/increase) in demand). This may have an adverse impact on our leisure contracts, that rely on high levels of demand and income.	Social Cultural and demographic trends, for example an ageing population may increase or decrease demand or take up of a particular service. Or if the profile of the local population is changing this may affect the need for translation services or other equal access considerations
Technical Technological improvements will have an impact on services, such as recycling and has an increasing importance in determining the quality and price.	Legislative Changes in legislation may impact on services, likely for increasing targets around waste and greater focus on compliance to drive improved recycle quality	Environmental The environment and its protection has become increasingly the vogue, therefore the importance on some of these services may increase

4. HOW DO WE GET THERE?

This is the framework for action, with clear indications of what needs to be done, by when and who is responsible for doing them.

4.1 Detailed action plans

The main actions and planned outcomes are outlined in the Service Action Plan. This includes the improvements required to service delivery identified by external reviews, internal audits, risk management and Assurance actions, legislative changes as well as key projects. It has been colour coded to show why the action is required.

This service plan predominantly focuses on actions to be delivered in 2015/16 but certain actions that impact on the service beyond this timeframe have been included with milestones to indicate the anticipated delivery date.

These need to be living plans, with performance, milestones and targets updated regularly, in the context of team meetings as well as during appraisals and 1:1's.

The Service Action Plan is attached as Appendix A.

4.2 Risk & Opportunities

Actions to mitigate, thereby ensuring the delivery of projects by reducing threats to service delivery, are included within the Service Action Plan. The threats that will prevent the service from achieving targets have been identified and recorded.

Opportunities which may present themselves could include existing or emerging service sharing arrangements, or sharing parts of a service, especially going forward – and how will the benefits of those opportunities be measured?

5. HOW DO WE KNOW WE ARE THERE?

Accurate and reliable information is important to ensure the Council can measure how well it is achieving its goals. The information held by the Service is accurate, reliable, timely, consistent, relevant, secure and of high quality to meet the needs of our partners, residents and fulfil audit and inspection requirements.

Progress against the Corporate Plan is reported to Overview & Scrutiny Committee

Budget monitoring reports are submitted to Cabinet on a quarterly basis and include information on our key financial health indicators.

In preparing the Service Plan local performance indicators have been considered and their continuing use reviewed and/or new indicators have been introduced with details shown in Section 2.

The performance measures for each of the Service indicators have been reviewed. These will be finalised, via the target setting workshop that includes consultation with members. The risks to the achievement of the targets are evaluated and where necessary entered onto the Risk Register held on Covalent.

Performance against indicators is reported quarterly to the Overview & Scrutiny Committee. Where performance is below target Heads of Service/Corporate Managers are required to provide information as to what action is being taken to remedy the situation in order that members can review proposals for improving performance levels.

Every member of staff has an annual appraisal when individual performance is reviewed against individual objectives linked to the service plan. In addition managers are required to have a formal appraisal review every 6 months. This ensures delivery against the service plan is kept on track.

The Council's Top Risks are reported to the Finance, Audit and Risk Committee to ensure that key risks are being identified and managed.

6. ASSURANCE FRAMEWORK

The Council has an assurance framework to map the Council's priorities to risks, controls and assurances. An essential part of this framework is a Management Assurance Statement that is completed by all Heads of Service and Corporate Managers.

This Assurance Statement is a critical review of the service area against the Council's Local Code of Corporate governance and provides evidence for the Annual Governance Statement published with the Council's Annual Accounts.

The Head of Service/Corporate Manager's Assurance Statement is attached as Appendix B.

Appendix A: Leisure & Environmental Services 2016/17 Service Action Plan

KEY - Colour code each action to show the main driver for change (optional)

Corporate Plan Commitment	Implementation of Audit Report Recommendation	Agreed Efficiency	Action Arising from PESTLE/SWOT Analysis
Climate Change Strategy Commitment	Legislation	Assurance Statement Action	Action Arising from an Equality Impact Assessment

PLEASE DO NOT MERGE CELLS WHEN COMPLETING THE TEMPLATE

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Emergency Planning & Business Continuity										
EP and BCP Work programme	Prosper & Protect	Deliver the 2015/16 Work Programme	Complete the 2015/16 work programme	Complete each item	Define outcome and then deliver agreed outcome	01/04/16	31/03/17	Derek Wootton	Vaughan Watson	None
Emergency Planning Training Programme	Prosper & Protect	Deliver the 2015/16 Training Programme	Complete the 2015/16 training programme	Complete each training day	Action - invite attendees, book rooms and facilities and check post evaluation sheets	01/04/16	31/03/17	Derek Wootton	Vaughan Watson	None
Business Continuity Planning Training Programme	Prosper & Protect	Deliver the 2015/16 Training Programme	Complete the 2015/16 training programme	Complete each training day	Action - invite attendees, book rooms and facilities and check post evaluation sheets	01/04/16	31/03/17	Derek Wootton	Vaughan Watson	None
Grounds Maintenance										
Grounds Contract Delivery	Responsive & Efficient	Undertake a review to identify if current arrangements present value for money	Identified forward direction beyond April 2017 for the delivery of the Grounds Maintenance Service	Undertake contract review	Project Board making recommendations to Cabinet	01/01/16	01/09/16	Andrew Mills	Vaughan Watson	None
Grounds Contract Delivery	Responsive & Efficient	Contract	Continued delivery of the contract specifications in 2016 - 17	Contract monitoring and partnership.	Work with appointed contractor to deliver ongoing and seamless transition into the new contractual arrangements	01/04/16	31/03/17	Andrew Mills	Vaughan Watson	None

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Attend ERP&OS Forum and HACO sub group and work to agreed work programmes.	Attractive & Thriving	To represent NHDC at every level	To ensure the priorities and principles of NHDC are represented and reflected at the ERP&OS Forum and HACO sub group		As per individual project delivery dates and Service Area work programmes	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Maintain working relationships between The Heritage Foundation, North Herts Homes and Herts Highways to deliver Agency and Service Level Agreements	Responsive & Efficient	To as as the council s representative regarding open space issues and service provision within the town centres of North Herts	Improved working relationships with all parties involved and improved delivery of associated work programmes. To also include renewed working arrangements beyond 2017	As per actions detailed below	Change timelines and deadlines as and when required.	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Manage and maintain Covalent for Grounds Maintenance	Responsive & Efficient	To update and manage Covalent as and when required to ensure service area information is accurate, timely and consistent regarding performance indicators.	Effective, timely, accurate recording and presentation of performance data	Data entry as and when required as directed by Covalent reporting deadlines	Monthly updates and managerial authorisation of data	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Develop the Pest Control Service	Responsive & Efficient	To maintain the pest control service to increase profitability to limit the financial risk to the council	An continued service provision that is affordable to residents but has no net subsidy			On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Provide advice and direction to Planners and Developers	Prosper & Protect	Ensure new housing developments have sufficient facilities to accommodate appropriate open space provision	Appropriate access, provision and increased opportunities for play and recreation		All planning applications to be viewed by Service Manager prior to approval	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Identify any resources required within the Service Area to ensure business continuity and service area requirements are met at all times.	Prosper & Protect	To maintain and improve the level of service provision which currently ensures NHDC is maintaining VFM for its residents	Better level of access to NHDC's services, understanding of the key messages		Regular meetings with service area officers, group accountant and HR	On-going	31/03/17	Andrew Mills	Vaughan Watson	None

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Ensure all operations carried out by NHDC officers are covered via up to date Risk Assessments and staff are trained accordingly	Prosper & Protect	To ensure the H&S of NHDC and John O'Conner operatives and any member of the public coming into contact with the service area	Better level of H&S awareness and greater confidence in ensuring the safety of all persons servicing and being serviced by NHDC officers and contractors	Regular consultation with Corp' H&S officer and Partnership Board meetings with prime contractors	Documented RA's for any new service area	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Develop new working arrangements with Countryside Management Services and Groundwork Trust to meet current procurement guidelines	Responsive & Efficient	To work with Herts County Council to identify an opportunity to procure existing services delivered by Countryside Management Services. To consider cost savings and maintaining standards	Clear arrangements to take the service forward with stability for officers and local friends of groups and volunteers	Develop a specification for the formal procurement of the service in conjunction with HCC	Procurement of work to be delivered via an agreed contract	01/04/15	31/03/17	Andrew Mills and Steve Geach	Vaughan Watson	None
Undertake contract review for the Grounds Maintenance Service and Contract with John O'Conner's Grounds Maintenance Ltd	Responsive & Efficient	Undertake a review to identify if current arrangements present value for money	Opportunity to extend contract beyond current arrangements	Benchmarking actions and identification of any deficiencies in the current arrangements	Cabinet report to extend contract if appropriate	01/04/15	31/03/17	Andrew Mills	Vaughan Watson	None
Investigate the viability of developing a Crematorium at Wilbury Hills Cemetery	Responsive & Efficient	Undertake feasibility study and business case to identify viability of a crematorium	Project to be able to proceed towards development	Approval of business case and progress towards developing a specification	Cabinet and Council support for the project	01/04/15	31/03/17	Andrew Mills	Vaughan Watson	None
To support the Climate Change Strategy as one of the largest producers of emissions in North Herts'.	Responsive & Efficient	As part of the Climate Change Action Plan Service Areas need to establish their CO2 footprints against a base line from 2005	Investigate and establish the CO2 footprint for the collection services and associated functions, inc' disposal	On-going regular meetings with the Policy Team regarding the implementation of NHDC's Climate Change Strategy.	Regular meetings and completion of project requirements	On-going	31/03/17	Andrew Mills	Vaughan Watson	None

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
To adopt the management and implementation for the issuing of Land Licenses for event on land owned by NHDC	Responsive & Efficient	To adopt and take ownership of the process for issuing land licenses	Review current policies and amend and improve as appropriate	Regular on going updates and communication with colleagues regarding individual events.	Regular meetings of SAG	On-going	31/03/17	Andrew Mills	Vaughan Watson	None
Parks & Countryside										
Green Space Strategy Review	Responsive & Efficient	Review existing strategy and future investment in green space	A sustainable affordable investment programme for green space	Work with Grounds team	Council adoption of policies for future investment in green space	01/04/16	01/09/16	Stephen Geach	Vaughan Watson	N/A
Green Space Management Strategy, Churchyard & Cemetery Action Plan	Attractive & Thriving	Letchworth Cemetery, reconstruction of pathways and roadways	Improved infrastructure with reduced risk of slips & trips & associated insurance claims.	Specify / tendering works	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Swinburne Playing Fields Improvements	Improved disability access, add pathway to Oughtonhead, enhance biodiversity Replace field gate.	Specify / tendering works	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	CMS	Stephen Geach / Andrew Mills	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Boundary improvements, Clothall Road, Recreation Ground, Baldock	Replace Clothall Road boundary fence along Clothall Road and entrance gate	Specify / tendering works	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	King George V Recreation Ground car park	Repairs to car park, new signage, improve main entrance. Restore electricity to garages. Aim is to reduce need for future revenue expenditure on repairs to car park.	Specify / tendering works	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Replacement of Walsworth Common Access Bridge	Required to gain access to sports over river to maintain site and allow access for events.	Property Services to specify / tender works	Completion of works	01/04/16	31/03/17	Property Services	Andrew Mills	N/A

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Demolish 4 disused tennis courts and landscape to grass and planted area at Bancroft Recreation Ground, Hitchin	Works in accordance with cabinets agreed approach to deliver incremental improvements to Bancroft Recreation Ground as per adopted Master Plan.	Specify / tendering works	Completion of works	01/04/16	01/05/16	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Responsive & Efficient	Renew pathways, Bancroft Recreation Ground, Hitchin	Works in accordance with cabinets agreed approach to deliver incremental improvements to Bancroft Recreation Ground as per adopted Master Plan. Works also required on grounds of health & safety.	Specify / tendering works	Completion of works	01/08/16	01/01/17	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Smithsons Recreation Ground improvements (Carry forward from 2015/16)	Resurfaced pathways, enhanced planting & biodiversity	Consultation / specify / tendering works	Completion of works	01/04/16	01/07/16	Groundwork	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Cadwell Recreation Ground, enhance riverside biodiversity (Carry forward from 2015/16)	Production of management plan for site and completion of 1st years improvement programme	Consultation / specify / tendering works	Completion of works	01/04/16	31/03/17	CMS	Stephen Geach / Andrew Mills	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Butts Close improvements (Carry forward from 2015/16)	Production of 5 year management plan for improvements to pathways, benches, replace gate, historical interpretation	Consultation / specify / tendering works	Completion of works	01/04/16	31/03/17	CMS	Stephen Geach / Andrew Mills	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Grange Recreation Ground, improvements. (Carry forward from 2015/16)	Entrance improvements, remove ascot fencing, add bike restrictors & enhance biodiversity	Specify / tendering works	Completion of works	01/04/16	01/05/16	Groundwork	Stephen Geach	N/A

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Baldock Road Recreation Ground, improvements. (Carry forward from 2015/16)	Removal of concrete bases and car park extension and landscaping	Specify / tendering works	Completion of works	01/04/16	01/07/16	Groundwork	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Jackmans Recreation Ground, improvements	Removal of old pavilion base, construct new footpath to play area	Specify / tendering works	Completion of works	01/04/16	01/05/16	Groundwork	Stephen Geach	N/A
Green Space Management Strategy, Green Space Action Plan	Attractive & Thriving	Bancroft Recreation Ground, River Hiz	Enhanced biodiversity of river Hiz	Specify / tendering works	Completion of works	01/04/16	01/11/16	CMS	Stephen Geach / Andrew Mills	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Responsive & Efficient	Baldock Rd Pavilion, Letchworth	Contribution to a third party to assist them construct a new changing pavilion at Baldock Road Recreation Ground. No scheme yet developed by a third party.	Third party to develop scheme	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	New wheeled sports provision Baldock	New mountain bike track at Clothall Common, Baldock. Will require future revenue contributions for ongoing maintenance	Obtain HCC approval	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	Walsworth Common Enhancements to wheeled sports provision	Improvements to existing skate park.	Consult / specify / tendering works	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	Improvements to Bakers Close Pavilion	Contribution to a third party to assist them refurbish pavilion at Bakers Close Recreation Ground. No scheme yet developed by a third party.	Third party to develop scheme	Completion of works on hold , awaiting outcome of strategy review	01/09/16	31/03/17	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Responsive & Efficient	Norton Common wheeled sports	New concrete skate park to provide district wide facility. Funding is solely from Section 106 contributions. Concrete construction requires minimal ongoing maintenance	Consult / specify / tendering works	Completion of works with celebration event	01/04/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	Walsworth Common New Pavilion	New changing pavilion at Council's main Hitchin site for football. £50K included as capital contribution. £62K section 106 allocated towards project. Intention is to secure additional developer contributions to fund build in future years.	Secure section 106 contributions	Funding secured for works	01/04/16	31/03/19	Keith Gayner	Stephen Geach	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	Walsworth Common pitch improvements	Addition of two football pitches at Council's main Hitchin site for football. £20K capital contribution remainder from Section 106 contributions. Due late 2016	Secure section 106 contributions	Funding secured for works. To move to 2017/18	01/06/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A
Green Space Management Strategy, Outdoor Sports Facility Action Plan	Attractive & Thriving	Multi Use Games Area, Bancroft Recreation Ground, Hitchin	Works in accordance with cabinets agreed approach to deliver incremental improvements to Bancroft Recreation Ground as per adopted Master Plan. Project subject to securing £80K external grant	Secure external grant	Funding secured for works	01/04/16	31/03/17	Groundwork	Stephen Geach / Keith Gayner	N/A
Green Space Management Strategy, Outdoor Play Provision Action Plan	Attractive & Thriving	Bancroft Gardens Play Area	Renovation of play area in town centre Recreation Ground in accordance with Cabinets adopted master plan for the site. Play area has a high strategic value.	Consult / specify / tendering works	Completion of works with celebration event	01/04/16	01/08/16	Groundwork	Stephen Geach / Keith Gayner	N/A

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Green Space Management Strategy, Outdoor Play Provision Action Plan	Attractive & Thriving	Serby Avenue Play area renovation	Renovation of one of Royston's main play areas with a high strategic value.	Consult / specify / tendering works	Completion of works with celebration event	01/04/16	01/08/16	Groundwork	Stephen Geach / Keith Gayner	N/A
Management of Trees	Responsive & Efficient	Implement programme of management and maintenance of tree stock	Healthy sustainable tree stock on NHDC owned and managed land	Deliver new HCC Highway Agency Agreement	Reduction in reactive tree works and increase in proactive maintenance	01/04/16	31/03/17	Karl Wilkins	Stephen Geach	N/A
Communication Plan	Attractive & Thriving	Maximise opportunities to promote the work of the section	Positive promotion of work of section	Work with PR team	Number of press releases	01/04/16	31/03/17	All	Stephen Geach	N/A
Leisure Contracts & Projects										
North Herts Museum and Community Facility	Attractive & Thriving	refurb and build new district museum and community facility	to provide new update facility for the community	As per project plan	North herts Museum and Town Hall project	01/05/2016	01/08/2016	Steve Crowley	John Robinson	None
Contract Management of Leisure and Markets	Responsive & Efficient	Monitoring of Leisure and Markets Contracts	To monitor the performance of the Council's contracts	Ensure monitoring is at an appropriate	Monthly Contract Meetings	01/04/2016	31/03/2017	Steve Crowley	Vaughan Watson	None
Discuss and review leisure charges	Prosper & Protect	Review of charges	To review charges against local competitors and in line with	complete sub action below	Present 15/16 charges to Cllr Gray	Jan-15	Jan-15	SLL	Steve Crowley	None
Monitor / Manage contracts	Responsive & Efficient	Monitor, feedback and review all aspects of work	To effectively manage all operational and financial	Set out below	Monitor monthly Profit and loss statements	Monthly	Monthly	SLL	Steve Crowley	None
Profit Share	Responsive & Efficient	Put forward proposals for profit share expenditure	To ensure that all facilities benefit from partnership	Set out below	Finalise profit share amounts	May 16	May 16	Richard Allan	Crowley, Steve	None
HAFOS Non User survey	Responsive & Efficient	Non user survey to understand the needs and	Clear understanding of our potential customer base and	Set out below	Set dates for Non User Survey	Apr-16	Apr-16	Lee Medlock, James Bliss &	Lee Medlock	None
Redeveloping and improving the North	Attractive & Thriving	Redeveloping and improving the North Herts Leisure	To provide an enhanced provision of swimming lessons	Set out below		Apr-15	Jan-17	Steve Crowley	Vaughan Watson	None
Schools Initiative - Get Safe	Responsive & Efficient	To work with local schools and community groups to	Increased school / junior usage for casual, lessons and	Set out below	Liaise with ASA to set guidelines and framework	Apr 16	Apr 16	Tina Lander	Lee Medlock	None
Schools Initiative - Top up Swimming	Prosper & Protect	To work with local schools and community groups to encourage participation and increase usage in our facilities	Increased school / junior usage for casual, lessons and activities and increased water safety knowledge and skills within the community.	Set out below	Set meeting with ASA to discuss the project	Feb 16	Feb 16	Tina Lander	Lee Medlock	None
Delivery of exercise classes within the community	Responsive & Efficient	To engage with our local inactive populations in conjunction with Sport England.	Increased health and wellbeing for currently inactive over 50's within the local area.	Set out below	Identify local residential care homes to deliver the sessions	Feb-16	Feb-16	Lee Medlock	Lee Medlock	
HSC Pergola	Attractive & Thriving	Replace Feature	New Pergola Installed	Set out below	Remove old fallen down	April 16	April 16	Duty Managers	Steve Crowley	None
HSC Main Pool surrounds	Attractive & Thriving	Refurb aged surrounds	Longevity of the pool surrounds	Set out below	Robert Noble to write spec	May 16	May 16	James Bliss	Steve Crowley	
HSC Outdoor Pool Slabs	Attractive & Thriving	Refurb aged surrounds	Secure Slabs	Set out below	Robert Noble to write spec	May 16	May 16	James Bliss	Steve Crowley	

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
HSC Outdoor Pool New Shower	Attractive & Thriving	Upgrade arera	New modern shower area		Start	Apr16	Apr16	Paul D	James Bliss	
HSC Fencing Project	Attractive & Thriving	Replace Fencing	New modern		TBC	TBC	TBC	JB & LR	Steve Crowley	
Waste Management										
Investigate the feasibility and funding options for a street champion scheme	Responsive & Efficient	Investigate the feasibility of increase voluntary work and participation by the community	Increased reporting, higher engagement from residents.	Identify specific reporting opportunities to assist in identifying the effectiveness of the scheme.	Report to cabinet if feasibility is identified.	01/08/16	31/03/17	JL/AH	Chloe Hipwood	
To work with HCC to develop a business case for a long term Northern Transfer Station to secure the long term waste transfer requirements for North Hertfordshire	Prosper & Protect	Identification of partners, business case development, input into Local Plan consultation.	Business case for proposed site allowing for development of a long term waste management asset, allocation of funds	Identification of partners. Agreement by members to progress, business case for joint working, route optimisation	Identification and purchase/ lease of site. Planning application	01/06/16	On-going	CH	Chloe Hipwood	
To work with the EHC in exploring opportunities for cost savings by joint working	Prosper & Protect	Development and completion of business case.	Identification of potential cost savings by partnership working	Joint working business case for working with EHDC	Joint agreement to any business case, SLA sign off	01/04/16	On-going	VW	Vaughan Watson	
Attendance at 10 community events during the year.	Attractive & Thriving	To provide a presence to inform residents of services at community events.	Positive response from those attending events.		Events programmed	01/04/16	31/03/17	JL/AH	Chloe Hipwood	
To ensure that waste services and street cleansing data is updated in advance of tendering the contract	Responsive & Efficient	Updating of street data, property data and cleansing data	Full set of robust data on all properties and streets describing services undertaken and schedules and linked to UPRN and USRN.	Identification of IT requirements. Procurement of new IT system. Compatability study with Achieve Service	Recruitment of temporary Technical Officer to support project. Procurement of IT system, Linking of data/IT systems to LLPG information.	01/04/16	01/09/16	CC	Chloe Hipwood	
To develop the service specification for the new waste and street cleansing contract	Responsive & Efficient	Identify potential options for service change and enhancements for the new waste and street cleansing contract	Development of the specification for services for the length of the contract and work in conjunction with partners and stakeholders.	Completion of business case for joint working with EHDC. Review of TEEP/necessity assessment. Consultation with stakeholders and residents.	Agreement from Cabinet for either joint or single procurement exercise. Agreement of service scope	01/04/16	01/09/16	CH	Chloe Hipwood	

Action Title	Priority	Description of the Action	Desired Outcome	Sub-Action	Milestones	Planned Start Date	Due Date	Assigned To	Managed By	What Learning & Development is Required?
Development and issuing of ITT for waste and street cleansing contract	Responsive & Efficient	Development of ITT, including contract specification and contract terms.	Successful and cost efficient procurement of new services	Development of service specification. Data gathering		11/06/16	01/09/16	CH	Chloe Hipwood	
Review of weekly collection services at flats	Responsive & Efficient	Undertake cost benefit analysis of flats service.	Determine cost versus performance and operational viability	Reduce contamination and increase recycling at flats	Outcome of shared services cabinet report	01/04/16	01/06/16	JL/AH	Chloe Hipwood	
Procurement of paper contract	Prosper & Protect	Work with HWP to procure new paper contract for 3+ years	New contract in place		Issue of ITT	01/04/16	01/11/16	CH	Chloe Hipwood	
Procurement or extension of MRF contract	Prosper & Protect	Work with EHC to agree procurement or extension of MRF contract	New contractual arrangements in place		Agreement by Cabinet	01/04/16	01/12/16	CH	Chloe Hipwood	
Procurement of public convenience contract	Prosper & Protect	Procurement of new contract for public convenience cleaning and maintenance.	New contractual arrangements in place		Agreement by Cabinet	01/09/16	31/03/17	CC	Chloe Hipwood	
Implementation of Whitespace Powersuite upgrade	Responsive & Efficient	Implementation of new software upgrade and development of performance monitoring reports.	Improvements and efficiencies in service delivery/ contract management. Development of auditable performance monitoring reports	Linked to development of new contract performance monitoring regime and contract specification	Coding set up on system, data loading of rounds, access for NHDC staff. Report writing.	01/04/16	01/08/17	CH	Chloe Hipwood	

Appendix B: Leisure & Environmental Services: Corporate Governance Service Assurance Statement

Service Area:	Leisure & Environmental Services	Date:	31-03-16
Head of Service / Corporate Manager:	Vaughan Watson		

The following Service Assurance Statement has been completed for the period 2015-16. Retrospective for the past financial year, it represents an assessment of the level of assurance provided by controls within Leisure & Environmental Services. These controls have been in place / were implemented during the financial year and remain in place at the date of preparation of this statement.

Overall Assessment

For within Leisure & Environmental Services, I am satisfied that with the exception of those matters detailed in the Action column below, adequate systems of internal control were in place / implemented during the financial year and are on-going. I consider the overall level of assurance for within Leisure & Environmental Services based on the areas covered by this assessment to be effective

Action Areas

Governance Area	Action	Priority	Due date	Responsible officer
Internal control & Business continuity	To ensure the business risks associated with the office move to Town Lodge during 2016 are noted and if possible mitigated.	High	August 2016	Emergency Planning Officer
Procurement	To agree to obtain agreement on whether to proceed with a joint procurement for a waste & street cleansing contract with East Herts Council.	High	June 2016	Head of Leisure & Environmental Services
Procurement	To resolve issues with the commingled agreement with Pearce	High		Service Manager Waste & Recycling

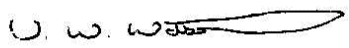
I have prioritised the actions identified above as follows:

High:	Action requiring implementation as soon as possible
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Appendix B: Leisure & Environmental Services: Corporate Governance Service Assurance Statement

Medium:	Action requiring implementation within 6 months
Low:	Action requiring implementation within 6 to 12 months

I take responsibility for ensuring that the above outlined actions are implemented and will, if requested, provide progress monitoring information to the Finance, Audit and Risk Committee.

Signed:		Date:	31-03-16
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Appendix B: Leisure & Environmental Services: Corporate Governance Service Assurance Statement

Governance Area	Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Legislation and Regulations	1 How effective are arrangements to ensure that services are provided in order to adequately discharge statutory duties placed on the Council, or the exercise of powers as supported by Council policy?	Effective	I have suitably qualified and experienced employees, regulated by professional institutes where relevant, who are able to interpret and implement changes to services as a result of changed or new legislation.	No
Staffing	2 How effective is learning needs analysis, to ensure that any gaps in required skills and knowledge are identified? Are all staff provided with the opportunity to develop the skills and knowledge they need to perform their role effectively and to meet agreed targets? Are methods of evaluation of training considered prior to and following any learning and development activities?	Effective	Learning and development of our staff is paramount to maintain and continuously improve our customer services This is achieved by:- <ul style="list-style-type: none"> • Considering L&D in 1:1's and planning them in appraisals • Consideration is given in appraisals of learning needs 1:1 discussions include reviews of training that has been undertaken	No

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Risk Management	3	How effective are the risk management arrangements you have in place (identification, control, monitoring, review and update) for mitigating against all significant risks including those relating to partnership arrangements?	Effective	<p>My managers are responsible for updating the risks recorded on Covalent. I am satisfied that the risks to my service area have been identified, recorded and are being managed.</p> <p>There are two key projects that have significant risks attached to them (the renewal of the waste collection and street cleansing contract and refurbishment and enhancement of NHLC).</p> <p>The risks relating to the renewal of the waste & street cleansing contract are currently a Top Risk for the Council that is monitored by FAR Committee.</p> <p>Due to the current financial situation, and in the light of a planning application to provide a private crematorium in North Hertfordshire, a review of the business for a crematorium will be undertaken in 2016/17.</p> <p>Undertaking a review of the Grounds Maintenance Contract</p>	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
				<p>and Green Space Strategy to determine:</p> <ol style="list-style-type: none"> 1) Procurement options for Grounds Maintenance Contract 2) Future work programme of capital works for NHDC green space. <p>Secured short/medium term arrangements with HCC Countryside Management Service and Groundwork Hertfordshire to ensure we can maintain and our green space effectively.</p> <p>Reviewing the Grounds Maintenance Contract – contract extension or renewal.</p>	
Partnerships	4	<p>How effective are the corporate governance arrangements which support significant service delivery partnerships?</p> <p>How effective is the monitoring activity of each significant partnership in terms of ensuring</p>	Partially effective	I am satisfied that the governance arrangements for the Herts Waste Partnership are robust. This was strengthened through the completion of the partnership agreement. Working with	

Appendix B: Leisure & Environmental Services: Corporate Governance Service Assurance Statement

Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
		that both the Council's priorities and the partnership's overall objectives are met?		<p>HWP and HCC disposal authority in establishing an appropriate residual waste transfer station. for North is proving problematic and needs to be resolved within the Local Plan to assist with the potential joint waste collection service with East Herts Council. A TEEP assessment has been undertaken and reported to Cabinet.</p> <p>The Council provides some grounds maintenance support to North Herts Homes. It is possible that this may be reviewed in the coming year which would impact on our contract with John O'Conner.</p>	
Internal Control	5	How effective are processes in place for ensuring that appropriate action is taken to implement recommendations made by internal / external audit or other review bodies and hence ensure that existence of an effective system of internal control?	Effective	<p>Some actions arising from the internal audit on business continuity from 14/15 still need to be implemented in 16/17. There have been on internal audits specifically on my service area in 15/16.</p>	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Procurement	6	How effective are arrangements within the service area for identifying contracts and projects and ensuring that contracts are procured in line with Contract Procurement Rules?	Effective	<p>There are a number of major projects being controlled using Prince2/NHDC project management methodology in my service area.</p> <p>The initial tender for the refurbishment of NHLC came in over the approved level of budget but the increase has been agreed by Council.</p> <p>A decision needs to be taken on whether to proceed with a joint procurement of a waste & street cleansing contract with EHC.</p> <p>Issues with the commingled recycling agreement with Pearce need to be resolved</p>	Actions are monitored and managed by department/service area
Financial Management	7	How effective are arrangements for ensuring that all financial activity relating to income, expenditure and asset management is undertaken in compliance with Financial Regulations and ensures effective budget management and reporting?	Partially effective	<p>The trade waste service is operating at a profit overall. A charge for recycled trade waste will be introduced in April 2016</p> <p>The Northern Transfer Station needs to be progressed to ensure the waste collection service continues to offer best value for money.</p>	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Business Continuity	8	How effective and appropriate are the business continuity arrangements in place for key service elements including those provided under contract?	Partially effective	Work still needs to be concluded in 16/17 to bring the Council's business continuity plans up to date and to ensure the decant to Town Lodge does not adversely affect service delivery	
Project Management	9	How effective are arrangements for ensuring that all new developments are supported by a robust business case and if agreed, are implemented following corporate project management procedures?	Effective	The waste & recycling and street cleansing contract is controlled and monitored by a joint Project Board and is a review of the Green Space Strategy and Grounds Maintenance contract plus NHLC refurbishment. Partnership Boards with all our major contractors, Veolia, John O Connor and Stevenage Leisure Ltd meet quarterly and chaired by the Executive Members and strategically review performance, projects and agree new projects and initiatives that assists continuous improvement to services.	

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Governance Area	Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Governance	10 How effective are arrangements for ensuring that there are no breaches of corporate policy in the service areas e.g. Officer Code of Conduct including Conflicts of Interest and Gifts and Hospitality, HR policies, Health and Safety, Equalities, Anti-fraud and corruption?	Effective	There are corporate procedures and training in place to mitigate any risks	
Decision Making	11 Is there an effective scheme of delegation relating to the service areas which has been formally agreed, communicated to all relevant staff and Members and monitored for compliance?	Effective	Cabinet make strategic decisions for major projects, Project Board is responsible for tactical decisions. Day to day operations are delegated to these officers (budget holders).	
Community engagement	12 How effective are complaints and comments monitoring procedures, including those relating to MPs correspondence and Local Government, in ensuring that an appropriate response is provided and where appropriate, corrective action is taken to strengthen the system of internal control?	Effective	My Service follows the Council's 3C's procedures. All complaints are monitored at contract meetings and at DMT's. The LGO Investigated a complaint about the failure to provide a disabled toilet suitable for users of mobility scooters. The Ombudsman found insufficient evidence of fault by the Council that caused an injustice to the complainant.	

Appendix B: Leisure & Environmental Services: Corporate Governance Service Assurance Statement

Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
				A second LGO complaint related to a missed bin collection. The Ombudsman again found no evidence of fault or a continuing injustice to the complainant.	
Performance	13	<p>How effective are current systems for monitoring and regularly reporting the performance of the service against its planned outcomes?</p> <p>How effective are systems established to rectify poor service performance?</p>	Effective	<p>There are a number of performance indicators that are reported to the Overview & Scrutiny Committee relating to my service area.</p> <p>The indicators relating to waste and recycling has shown a reduction in recycling and increased use of landfill. The service is being more proactive regarding residential contamination. I am working with the communications Team and Contractors to try and reverse this trend.</p> <p>Executive Members are informed quarterly through Partnership Boards, about the performance of contractors and provided with a wide range of KPI's.</p> <p>Project boards regularly</p>	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
				<p>monitor large projects. Weekly meetings are held with the Portfolio holders for Leisure, Waste & Environment and monthly for car parking, where again a number of KPI's are discussed.</p> <p>My managers responsible for large contracts have monthly contract meetings where performance is discussed and in particular the outcomes of monthly monitoring and actions are agreed.</p> <p>Work programmes are produced from high level (Corporate Plan) through to low level (individual appraisals), these are periodically reviewed and any amber or red tasks are escalated and managed</p>	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
Data quality	14	Are effective arrangements in place to ensure that data to support decision making is accurate and produced in a timely manner?	Effective	Improvements have been made to the quality of data that supports the waste management performance indicators although the level of contamination is difficult to measure. An upgrade on Whitespace - the system used by Veolia will be upgraded shortly to improve data quality.	
DPA and FOI	15	Are effective arrangements in place to ensure that staff are aware of the requirements of and adhere to; <ul style="list-style-type: none"> • the Data Protection Act • the Freedom of Information Act • the Council's Document Retention Schedule; and • Data sharing protocols As they relate to their roles.	Effective	There is a wide range of corporate procedure and systems with specialist officers in the Council that provide support and advice	
Conduct	16	How effective are arrangements for communicating to both Members and officers within the service area the requirements of the Officer / Member Protocol and for ensuring that both parties have a	Effective	Weekly meetings are held with the Leisure and Waste/Environment Executive Members and bi-monthly meeting with the shadow Executive Members. Regular	

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Governance Area		Governance Assessment Question	Overall Assessment of the effectiveness of current arrangements	Brief details of evidence / sources / link	Remedial Action Required (link to Action Areas page 1)
		constructive working relationship?		meetings are held with the Executive Member for Policy & Transport to discuss parking	
Conflicts	17	Have there been any conflicts/potential conflicts in Council roles and duties identified if so, how have these been managed?	Effective	Members of the team are aware of managing conflicts of interest and recording them on the register as required and discussing any matters with the line manager.	

Appendix C: Leisure & Environmental Services Budget 2016-17

Actual	Original Budget		Budget 2016/17													
	Total Net Expenditure	Net Direct Spend	Total Net Expenditure (after recharges)	FTEs	Employee Costs	Other Direct Expenditure	Total Gross Direct Expenditure	Fees and Charges	Interest and Rental Income	Other Grants and Contributions	Total Gross Direct Income	Net Direct Spend	Capital Financing Charges	Support Service Recharges	Total Recharges	Total Net Expenditure (after recharges)
	£	£	£	No.	£	£	£	£	£	£	£	£	£	£	£	£
Leisure & Environmental Services																
5,571cr	21,600cr	9,300	Allotments	0.00	0	20,200	20,200	0	42,600cr	0	42,600cr	22,400cr	0	15,400	15,400	7,000cr
2,336,632	1,536,500	2,456,300	Amenity Areas	0.00	0	1,817,400	1,817,400	18,600cr	18,000cr	260,800cr	297,400cr	1,520,000	452,700	472,500	925,200	2,445,200
1,456	59,600cr	61,700	Burial Grounds	0.00	0	199,700	199,700	319,600cr	1,000cr	0	320,600cr	120,900cr	42,300	106,400	148,700	27,800
95,658	57,500	90,900	Emergency Planning	0.50	24,600	33,600	58,200	0	0	0	0	58,200	0	36,800	36,800	95,000
0cr	76,600	0	Leisure Development	1.54	73,300	4,400	77,700	0	0	0	0	77,700	0	77,100cr	77,100cr	600
781,658	320,000cr	1,028,900	Leisure Management	0.00	0	560,200cr	560,200cr	0	0	11,800cr	11,800cr	572,000cr	1,187,400	198,900	1,386,300	814,300
16,553	17,300cr	12,900	Markets	0.00	0	20,500cr	20,500cr	0	0	0	0	20,500cr	4,800	36,300	41,100	20,600
871,071cr	1,158,100cr	610,700cr	Parking Services	13.00	350,600	794,500	1,145,100	2,398,500cr	200cr	12,500cr	2,411,200cr	1,266,100cr	148,400	536,100	684,500	581,600cr
937	127,100	0	Parks & Open Spaces Administration	4.00	150,800	16,100	166,900	0	0	41,400cr	41,400cr	125,500	0	125,500cr	125,500cr	0
69,950	188,600	35,600	Parks Development	3.00	147,700	44,200	191,900	0	0	0	0	191,900	0	160,900cr	160,900cr	31,000
147,163	82,000	136,500	Public Conveniences	0.00	0	80,900	80,900	100cr	0	0	100cr	80,800	33,600	22,200	55,800	136,600
1,800,799	1,771,900	1,965,100	Refuse service	0.00	0	2,262,900	2,262,900	22,200cr	0	435,800cr	458,000cr	1,804,900	0	142,300	142,300	1,947,200
82,357	29,100	50,300	Rivers	0.00	0	43,000	43,000	0	0	0	0	43,000	2,400	8,000	10,400	53,400
1,109,674	984,800	1,147,900	Street Cleansing	0.00	0	1,002,000	1,002,000	5,700cr	0	0	5,700cr	996,300	4,200	172,400	176,600	1,172,900
78,397cr	248,000cr	99,000cr	Trade Refuse	0.00	0	694,400	694,400	991,400cr	0	0	991,400cr	297,000cr	40,600	124,600	165,200	131,800cr
0cr	290,500	0	Waste Management	8.00	280,300	17,400	297,700	0	0	0	0	297,700	0	297,700cr	297,700cr	0
1,862,441	1,645,400	1,948,300	Waste Recycling	0.00	0	2,982,800	2,982,800	939,800cr	0	76,400cr	1,016,200cr	1,966,600	139,300	197,400	336,700	2,303,300
7,350,240	4,965,400	8,234,000	Leisure & Environmental Services Total	30.04	1,027,300	9,432,800	10,460,100	4,695,900cr	61,800cr	838,700cr	5,596,400cr	4,863,700	2,055,700	1,408,100	3,463,800	8,327,500