



NHDC SERVICE DELIVERY PLAN 20/21

| APPROVED BY                  | Status | Date |
|------------------------------|--------|------|
| Senior Management Team (SMT) | Final  |      |

| Process  |
|--|
| <p>01/05/2020 Leadership team approve Service Delivery Plan for 2020/21</p> <p>Week commencing 04/05/20 - Service Delivery Plan uploaded to website/intranet and communicated to staff and members</p> <p>The Service Delivery Plan covers a four year period, is updated annually and is reviewed by SMT at least every six months.</p> <p>The relevant service delivery action plans will be used by service managers to set tasks and objectives in teams' Regular Performance Reviews. Key project updates will form part of regular face to face all staff briefings.</p> <p>Executive Members and Shadow Executive Members will be briefed on the relevant service delivery action plans by the appropriate Service Director.</p> <p><b><u>Next review due:</u></b> by SMT no later than end October 2020.</p> |



## SECTION 1 – CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Service Delivery Plan for NHDC for 2020/21. It has been written taking into account the four year vision for the Council. It describes how objectives will be achieved within a robust monitoring framework and in the context of the new Council Plan ([www.north-herts.gov.uk/home/council-data-and-performance/council-plan](http://www.north-herts.gov.uk/home/council-data-and-performance/council-plan)) and Medium Term Financial Strategy ([www.north-herts.gov.uk/home/council-data-and-performance/budgets-and-spending/medium-term-financial-strategy](http://www.north-herts.gov.uk/home/council-data-and-performance/budgets-and-spending/medium-term-financial-strategy))

The Plan is divided into the following sections:

- Section 1: Context and Overview
- Section 2: Service Assurance Statement
- Section 3: Service Area Action Plans

### B. VISION FOR OUR SERVICES

The Senior Management Team will ensure that the Council continues to meet its statutory obligations in supporting the Council’s decision-making and governance structures and promote openness and transparency, as well as providing a professional, customer-focused service. It will also continue to respond to and implement any relevant legislative changes and ensure that these are reflected in the authority’s Constitution, policies, processes and procedures.

Our vision is to provide high quality customer facing services which directly affect the communities in which we live, work and prosper. A new Council Plan was adopted on 21 November 2019 for 2020-25, setting out the Council’s approach to its vision, priorities and objectives of:

- Be a more welcoming and inclusive council
- Build thriving and resilient communities
- Respond to challenges to the environment
- Enable an enterprising and co-operative economy
- Support the delivery of good quality and affordable homes

The Service Delivery Plan for 2020/21 onwards will reflect these new objectives.

The organisation adopted organisational values in 2019 (“We are”) with corresponding behaviours for staff (“I am”). They reflect the approach we will take to delivering the objectives and serving our community. The values and behaviours are:

|                              |                   |
|------------------------------|-------------------|
| We are together              | I am considerate  |
| We are continually improving | I am adaptable    |
| We are forward thinking      | I am innovative   |
| We are customer focused      | I am constructive |
| We are listening             | I am open         |
| We are performance focused   | I am professional |



North Hertfordshire is set to grow over the next few years, with the proposed Local Plan for the District creating an additional 14,000 homes and 6,000 jobs. With our responsibilities as the Local Planning Authority, we need to guide the future development for the District and increase the economic viability of our area, through planning briefs, town centre strategies and guiding the preparation of Neighbourhood Plans. With this growing population and the continuing needs of our existing community it will be imperative to improve and initiate new methods of community engagement using a wider range of approaches and techniques, including identifying and engaging with groups we do not currently reach.

In recent years, we have seen a marked shift in how residents communicate and interact with the Council, with visitor numbers to both the website and our social media channels constantly increasing. Against this backdrop the ongoing Channel Shift project remains critical to our future service, enabling customers to self-serve where appropriate, releasing resources to deal with more complex enquiries and increased / new demand.

This Channel Shift with our customers is also reflected in how we need to work as an organisation. With greater open plan working it is important that services work as paper-light as possible. Additionally, our aim is for support services that allow self-service for colleagues where possible, but are backed up by professional solutions focused support where required. As part of this work the Council has rolled out paperless internal and committee meetings through use of the ModGov app and is actively exploring options for the use of Artificial Intelligence and bots to improve the customer experience.

Our recent Corporate Peer Challenge has provided a number of different ideas for us to consider as we look to improve our Council, our district and the communities we serve. One of the first key tasks for the civic year is to develop an action plan to respond to the recommendations in the peer team's report.

### C. FOUR YEAR VIEW – KEY ACTIVITIES AND PROJECTS

**At the time of adopting this Service Delivery Plan the Council is working hard to respond to the COVID-19 coronavirus pandemic, with much of our resource dedicated to maintaining Council services and supporting the most vulnerable in our communities. Once the restrictions imposed in response to the pandemic begin to relax we will also need to work to support the recovery of impacted services, the operation of the Council and the community recovery. This work will take precedence over the activities and projects set out below, but where we are able to progress items we will endeavour to do so. As the length of the pandemic and the recovery are unknown the timescales for the below activities and projects are subject to change.**

Each service area is required to produce a Service Area Action Plan identifying their activities and projects for the forthcoming period. These Service Area Action Plans are appended in section 3 of this Service Delivery Plan. Some of the key activities and projects within those Action Plans are set out below:

2020/21

- Develop and implement an Action Plan to respond to recommendations from the LGA Corporate Peer Challenge
- Continue to recognise the Climate Emergency and the approach set out in the



Strategy and Action Plans, working with partners to take a leading role on the change in approach and culture

- Carry out a full budget review, including consultation with residents
- Continue to develop a Growth Strategy for the District, including the examination of the Local Plan 2011-31 and development of supplementary planning documents. Developing a corporate approach to adoption of the Local Plan, as well as participating fully in the wider Hertfordshire growth agenda and developing our own Local Plan post 2031
- Represent the Council's interests with regard joint and neighbouring projects/plans/policies and applications and wider strategic planning considerations
- Development and implementation of the Parking Strategy (including electric vehicle strategy)
- Maximise delivery of new homes/accommodation within the District e.g. working with partners to deliver new temporary accommodation, develop Empty Homes and Houses in Multiple Occupation strategies and policies.
- Deliver Commercial Strategy and update associated action plan.
- Investing in commercial property and other internal projects aligned with the Commercial Strategy, in order to generate income for NHDC
- Develop filming policy and location library.
- EU exit (Brexit) and transition for residents and businesses
- Continue to explore opportunities for the regeneration of the Churchgate Shopping Centre, Hitchin and Hitchin Market;
- Work with partners to facilitate delivery of Primary Care and Public Health Hub in Letchworth, and further NHDC virtual health hub project
- Work with SLL on joint projects that improve the viability and quality of leisure service
- Dealing with the Planning Appeal and development of Wilbury Hills Crematorium (will continue into subsequent years)
- Expansion of the work that Careline does and the HCC/Careline project.
- Development of a channel shift programme including video conferencing, web chat, robotic automation and self scanning options in the Customer Service Centre
- Public engagement through online citizens panel
- Develop Consultation Strategy 2021-26
- Review Website Strategy and options for website rebuild and redesign
- Explore ways to better engage with the Community, building on the use of Member surgeries, Town Talk expansions, Cabinet Panels and Youth Interaction/ democracy initiatives)
- Review opportunities for putting EV panels on the roofs of Council buildings
- Develop People Strategy 2020-26
- Produce specification and tender out new storage facility for the museum collections at Bury Mead
- Elections – respond effectively to new proposals for canvass reform, boundary review and introduction of new technology to better manage the elections process (such as the use of the Mobile Election Application 'MEA' app). To establish a District Youth Council (or foundations for this for subsequent implementation years).
- Review of Councillor Code of Conduct, Guide, complaints handling arrangements and declaration/register of interests following consultation on



|                     |   |
|---------------------|---|
|                     | <p>and potential implementation of new national code.</p> <ul style="list-style-type: none"> <li>• Council Tax Reduction Scheme Review</li> <li>• Customer Service Strategy Review</li> </ul>   |
| 2021/22             | <ul style="list-style-type: none"> <li>• Continued progression to adoption and implementation of the Local Plan 2011-31 and on-going production of Supplementary Planning Documents;</li> <li>• Continue work on a Growth Strategy for the District for the next plan period– through our own post 2031 Local Plan, Hertfordshire Growth Board, North East and Central Hertfordshire growth, England’s Economic Heartland;</li> <li>• Representing the best interests of the Council with regard neighbouring planning applications, strategies and plans, (will continue into subsequent years);</li> <li>• Development and implementation of the Parking Strategy (including electric vehicle strategy);</li> <li>• Work with HCC &amp; EHDC on a joint Business case for a purpose built depot, transfer facility and household waste recycling centre;</li> <li>• Continued development and delivery of climate change initiatives e.g. electric vehicle strategy, air quality strategy, design aspirations.</li> <li>• Disposal of Former Depot, Icknield Way, Letchworth.</li> <li>• Refurbishment of Thomas Bellamy House, Hitchin into modern office(s).</li> <li>• Continue to support commercial activity in line with the Commercial Strategy in order to generate income for NHDC</li> <li>• Clear site and commence building work for the new museum storage facility at Bury Mead</li> <li>• Review of Equality Strategy and developing a council wide approach to the production of high-quality equality impact assessments against which to measure the likely effects of our emerging policies and services.</li> <li>• Respond to consultations and determine the impact of any changes in Local Government funding mechanisms.</li> </ul> |
| 2022/23 and 2023/24 | <ul style="list-style-type: none"> <li>• Continue work Growth Strategy for the District for the next plan period;</li> <li>• Delivery of climate change initiatives e.g. electric vehicle strategy, air quality strategy, design aspirations.</li> <li>• Monitor and prepare to adapt to the consequences of the Parliamentary Boundary Review;</li> <li>• Planning approval and procurement of the new waste facilities for commencement at contract change in 2025;</li> <li>• Review of the Waste contracts, considering either renewal or extension;</li> <li>• Consider options for Royston Leisure Centre Development;</li> <li>• Start the review process of the three Leisure Contracts that terminate on 31/3/2024;</li> <li>• Implementing consequences of HCC new Assistive Technology Strategy;</li> <li>• Migration of Working Age Housing Benefit Caseload to DWP (dates to be confirmed – could be later);</li> <li>• Refurbishment of Charnwood House and potential letting for mixed office and community uses.</li> <li>• Replacement of Royston Town Hall Annexe with food retail store including community space.</li> </ul>  |



- Complete and open the new museum storage facility.

#### D. DESCRIPTION OF OUR SERVICES

The Senior Management Team strives to manage an effective, efficient, open and transparent workforce, which meets statutory requirements and enables the Council to deliver quality services to its residents.

The Council delivers a wide range of statutory services, for example routine waste collection, recycling, street cleansing, food inspection, collecting Council Tax and Non-domestic (business) rates, administration and payment of Housing Benefit and Council Tax Support, finding temporary and permanent homes for residents, emergency planning etc. We provide regulatory services making decisions on matters affecting the community as the Local Planning Authority, Licensing Authority and Housing Authority and seek to protect the community from a range of environmental, occupational and public health risks. In addition, the Council delivers a number of discretionary services i.e. those we choose to do rather than those we have a legal requirement to deliver. Examples include operating our parks, supporting vulnerable people through the use of assistive technology, supporting the voluntary and charitable sector through advice and grant funding, leisure centres and a District Wide Museum.

These frontline services are supported by other services such as legal, finance, IT and HR which enable our teams to deliver services to the community. We ensure there is safeguarding support across the organisation to ensure the Council meets its legal obligations to safeguard children and adults at risk. We source, analyse and internally promote information and research to identify economic, equality and environmental needs of North Hertfordshire communities and ensure our policies and strategies are targeted to those needs.

The Council recognises the focus for commercial activities, as demonstrated by the role of Service Director for Commercial in the senior management structure. The Commercial Strategy was adopted by Cabinet in January 2019 and sets out that the commercial team will ensure teams across the Council are supported in the development and implementation of ideas/projects within their service areas. It is important that the Commercial team supports and does not lead these, as the long term management of those activities will stay with the service area. There will be many projects that remain in the commercial team, as this service will be exploring and implementing new ventures that have a commercial focus and will need to remain with this service.

Services may not always be delivered by NHDC alone, but increasingly in a partnership or alternative delivery models. Key partners include those in partner authorities and other Councils across the country, Urbaser (waste contract), John O'Connor (grounds maintenance contract), settle (previously North Herts Homes), Stevenage Leisure, Countryside Management Service and Groundwork. We work to support local, County wide and wider partnerships that seek to improve the wellbeing of our local community e.g. through the North Herts Health and Wellbeing Partnership and Hertfordshire Public Health Board.

Other key partners in the operation of the Council include County Councillors, District Councillors, Parish Councillors, local Members of Parliament, the Ministry of Housing Communities and Local Government, the Local Government Association, the East of England Local Government Association, the Local Government Ombudsman, housing associations, North Herts Centre for Voluntary Service, Citizens Advice North Hertfordshire, North Herts Minority Ethnic Forum, Youth





Connexion Herts, Business Improvement Districts, Letchworth Garden City Heritage Foundation, the Police, Herts Young Homeless and the Stevenage Haven.

As part of our service we need to manage a proactive programme of communications activity across a range of channels which ensures the good work of the Council is promoted and improve resident satisfaction with the Council, by ensuring they feel well informed about its work. Cabinet adopted the Communications Strategy for the period 2019-2023 in December 2018.

Effective performance management requires performance information that is robust and accurate. The use of Pentana Performance ensures that the Council applies a corporate approach to the production and use of high quality data. Performance against KPIs (Key Performance Indicators) is reported on a quarterly basis to the Overview and Scrutiny Committee.

## E. FINANCIAL OVERVIEW

The Council's budget for 2020/21 was set by Full Council on 6 February 2020 at £15.1 million, which is the same as in 2019/20. This reflects that new savings have been offset by new investments and inflationary pressures. The current forecast is that the budget will need to be £14.7 million by 2023/24. As well as being a slight decrease on the 2020/21 budget, this also needs to absorb inflation and investments over that period. This means that the Council needs to identify and deliver a further £1.35 million of annual savings/ income generation by 2023/24. This makes some assumptions over the future level of funding that the Council will receive, but this is very uncertain. There could be even greater reductions in Central Government funding from changes to New Homes Bonus, Fair Funding review and increased Business Rates retention. So overall we need to be in a position to:

- Deliver savings that have already been identified
- Identify and deliver at least a further £1.35m of savings/ income generation by 2023/24. The planned budget review and consultation will help guide areas where savings will be focused.
- Continue to explore new ways of delivering services and commercialisation opportunities, especially those that can be implemented ahead of any forecast changes in funding
- Ensure we remain able to respond to changing financial pressures such as the implementation and adoption costs of the Local Plan and increased net costs of recycling disposal.

Full Council agreed a capital programme for 2020-2025 of £32.9 million. In delivering this the Council will use up the remainder of its set-aside receipts, have to sell a number of surplus land sites for use as housing and borrow. Borrowing has a significant revenue impact from borrowing costs and a minimum revenue provision. So overall we will need to:

- Keep the existing capital programme under review to ensure that the projects provide value for money
- Develop and assess business cases for all discretionary capital spend, using the assumption that it needs to be funded from borrowing. This is especially the case for capital investments which are intended to generate income alongside other benefits.
- Generate new capital receipts.



## F. STAFFING OVERVIEW

The Leadership Team consists of the Chief Executive, Deputy Chief Executive and six Service Directors responsible for Commercial, Customers, Legal and Community, Place, Regulatory and Resources. Following a Council decision in February 2020, the Council will have a Managing Director and six Service Directors, one of who will deputise for the Managing Director in his absence.

The Council's staffing structure (end April 2020) contains the equivalent of 324 FTE (Full Time Equivalent) Employees). At the time of finalising this Service Delivery Plan the Council employs 334 people, equivalent to 291.53 FTE (March 2020 figures) meaning there are vacancies totalling 32.47 FTE.

Further information on the Council's staffing structure can be obtained from the Pay Policy Statement and organisation chart (see <https://www.north-herts.gov.uk/home/council-data-and-performance/duties-and-allowances-senior-managers> ). Due to the Council's budgets the staffing structure has little or no spare capacity within it, therefore work will need to be prioritised at peak times or consideration given to whether additional resources are required to meet specific challenges or deliver particular projects. The Senior Management Team is responsible for monitoring this dynamic process and allocating budget as required.

The analysis conducted by the Senior Management Group again identified the Council's staff as one of our key strengths and this should be recognised. The quality of our staff has enabled us to respond to the changing pressures facing local government, whilst continuing to provide quality services to our community. We need to continue to work on delivering our workforce strategy to develop our staff and ensure a resilient and flexible workforce, supported by a strong approach to recruitment and retention of staff, succession planning and supporting the management of absence, health and wellbeing. The introduction of a clear set of organisational values and corresponding behaviours provides a clear framework for building on those existing strengths. The action plan that has been developed in response to the Council's gender pay gap analysis (see <https://www.north-herts.gov.uk/home/council-data-and-performance/policies/workforce-profile> ) highlights our commitment to providing opportunities for all staff regardless of gender, age or ethnicity. The Senior Management Team recognise that the financial pressures on local government has meant that pay in some areas of our work is not competitive with other employers, therefore we will continue to monitor the reward package.

The Council has successfully operated an Apprenticeship scheme for a number of years and the Council is now taking on more Apprentices with services beginning to fund Apprentice places. The increase in the number of Apprenticeships standards has seen the introduction of Higher Apprenticeships, the use of these alongside standard Apprenticeships ensures we get best value from our Apprentice Levy. The use of Higher Apprentices will be considered where relevant, including when we have difficulty recruiting or retaining in specialist professional roles, it can help the Council in "growing our own" staff with specialist skills.

We constantly offer a wide range of learning and development opportunities including leadership and management development, project management training, managing change, personal and career development and a whole range of essential learning activities.

Our IIP accreditation was due for renewal in June 2020. An interim review was conducted in June





2019 and a report on progress submitted by our assessor. This didn't provide any additional insight but confirmed our progress against the action plan. We are not seeking re-accreditation in June 2020 since the cost (c£12.000) can no longer be justified. The Council is able to conduct its own assessment against our adopted Values and Behaviours. An all Staff Survey was carried out in autumn 2018 with a number of issues to address, see section I.

## G. LOOKING BACK

Key achievements for 2019/20 include:

- The full opening of North Herts Museum, which has had more visitors in its first eight months than the combined visitors of the old Hitchin and Letchworth museums in their last year of operation.
- Leasing out of entire second floor of DCO, securing full market rental level.
- Adoption of Property Acquisition & Development Strategy at February 2020 Full Council.
- North Herts Museum awarded full museum accreditation in October 2019.
- Delivery of District Wide Survey of 1000 residents.
- Delivery of Plastic Free North Herts campaign.
- Set up and implementation of staff social and wellbeing group.
- Introduction of Celebrating our Values Staff recognition scheme.
- Continuing to progress the Local Plan through Examination.
- Supporting local communities to deliver neighbourhood plans (Wymondley, Preston).
- Implementation of the Transport Forum.
- Implementation of the Housing, Homelessness and Rough Sleeping Strategy (e.g. supported SADA (domestic abuse), Rough Sleeper Outreach Worker).
- Comments, compliments and complaints policy updated to reflect the use of social media (Adopted by Cabinet in September 2019).
- Implemented efficiencies in print services .
- Outsourcing of outbound mail.
- Adoption of IT Strategy 2020-2025.
- Roll out of Windows 10.
- Implementation of a Fair Collection Policy.
- Positive LGA Corporate Peer Challenge.
- Gained approval to allow employees to purchase additional annual leave.
- Installed new acoustic panelling at Hitchin Town Hall which has seen a positive impact on attracting musical and public speaking events to the venue.
- Implementation of a new payroll system, including mobile access.

Areas identified for development, including through scrutiny, audit and assurance processes include:

- Need to identify and implement a plan to address the existing and future museum storage requirements.
- Consider SIAS recommendations regarding the implementation of the new waste contract.
- Facilitate and consider outcomes from panel review of District Wide Museum project.
- The action areas identified in the Assurance Statement in section two need to be



addressed.

- The matters identified on the Annual Governance Statement Action Plan.

## H. OVERVIEW OF KEY RISKS

The Council has a Risk and Opportunities Management Strategy and Policy that ensures it identifies, assesses, manages, reviews and reports its risks.

Each Service Director and/or Service Manager will identify and assess the risks relating to service delivery or the Council's objectives. Officers then record these on the Council's Risk Register on Pentana Performance (the Council's performance and risk management software).

The Council calls its strategic risks 'Corporate Risks' and officers report these on a quarterly basis to the Finance, Audit and Risk Committee. Officers also present an annual report on risk management to Full Council.

The Council's new approach to Risk, including the Risk and Opportunities Management Strategy is set out on the Council's website (see <https://www.north-herts.gov.uk/home/council-data-and-performance/performance-and-risk-management> )

The key threats identified include the impacts of the Coronavirus pandemic, uncertainty caused by Brexit, the potential economic downturn with falling interest rates and changing investment opportunities, budget cuts and loss of staff, with an ageing population (and workforce) and the perceived lack of engagement/consultation with the community. Opportunities identified included staff development, joint working, commercialisation, technological improvements to facilitate smarter working and the use of social media.

## I. COMMUNICATION AND CONSULTATION

The latest District Wide Survey, carried out in Autumn / Winter 2019 showed that overall the Council is performing well, with 92% of residents satisfied with the area as a place to live and 73% of residents satisfied with the way the Council runs things. While the latter measure has seen a drop in satisfaction of 3 percentage points since 2017, it is still well above the LGA national Benchmark of 63%. However, 11% of residents think that the way NHDC runs things has got better over the last two years, a significant decrease since 2017 (15%).

There has been an increase in agreement level in people who think NHDC makes an effort to find out what local people want from 35% in 2017 to 42% in 2019. There has also been an increase in agreement that the Council is working to make the area cleaner and greener from 55% in 2017 to 61% in 2019.

Over two-thirds (67%) of residents are satisfied with general waste and recycling collection, dropping from 79% in 2017, while around one quarter (24%) are dissatisfied. Satisfaction is below the national figure of 74%, This was to be anticipated due to issues at the start of the waste and recycling contract in 2018.



With regards staff engagement, a staff survey was carried out in Autumn 2018. The key headlines from the report were:

While the majority of staff are still satisfied with their current job (74%), this has decreased by 11% since 2016. Positively, 80% of people feel they have a good work/life balance (up 7% since 2016), 90% are satisfied with working hours and 80% feeling they are able to cope with the demands of the job (although this has decreased by 9%). However, noticeably there has been a 10% decrease in those who feel proud to work for NHDC since 2016 (60% compared to 70%) and only 56% feeling valued and recognised for what they do. Only 33% of staff were satisfied with opportunities for career progression.

There was low agreement about communications being open and honest (43%) and on people feeling they are consulted before decisions that affect them are made (47%).

Line manager statements were positive with 92% feeling that their line manager is approachable and 89% feeling that their line manager is open and honest. On senior management, only 31% felt organisational changes are planned well and only half of staff have confidence in senior management.

As a result of the staff survey, a corporate action plan was produced and Service Directors have developed actions to respond to their own individual results. An interactive staff briefing session was held, where staff were invited to give their thoughts on potential actions on key themes of social and well-being, communication and reward and recognition. An SMT sub-group was subsequently set up to consider how some of those ideas could be implemented. As a result various ideas are being actively implemented, including setting up a social and well-being group, implementing a Christmas office closure, dress down Fridays, introducing a reward and recognition scheme and developing a scheme for purchasing additional annual leave.

Furthermore in response to the Staff Survey and the Gender Pay Gap, a career development survey was carried out, with the results being considered by the Gender Pay Gap group.

A further Staff survey will be carried out in Autumn 2020.



**SECTION 2 – SMT SERVICE ASSURANCE STATEMENT**

The following Service Assurance Statement has been completed for the period 2019-20 and is based on information provided by Service Directors. Retrospective for the past financial year, it represents an assessment of the level of assurance provided by controls within the Council. 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**

We are 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. We consider the overall level of assurance for the Council based on the areas covered by this assessment to be:

- Effective

**Action Areas**

| Governance Area                                  | Action  | Priority | Due date                             | Responsible officer        |
|--|---|----------|--------------------------------------|----------------------------|
| Commercial activity                              | Ensure Managing Organisational Conflicts in Council Roles and Duties policy is followed when commercial/trading activity causes potential conflicts of interest within service areas or across different Council departments  | Medium   | Ongoing                              | All Service Directors      |
| Safeguarding                                     | Ensure staff book onto and attend required safeguarding training. Mandatory member training is under review following audit recommendation.   | Medium   | Ongoing                              | All Service Directors      |
| Staffing   | Ensure resilience for roles which are specialist in nature  | Medium   | Ongoing                              | All Service Directors      |
|  | Ensure delivery of People Strategy and carry out workforce development analysis to inform and develop a new People Strategy for 2020-26, with particular regard to recruitment, retention and succession planning   | Medium   | Ongoing                              | Service Director Resources |
|  | Continued uncertainty for staff regarding roll out of Universal Credit  | Low      | Ongoing                              | Service Director Customers |
|  | Review of DBS (Disclosure and Barring Service) policy to better reflect current legislation/ best practice  | Medium   | 31 July 2020                         | Service Director Resources |
| Project management                               | Ensure sufficient resources allocated to enable timely and successful delivery of projects  | Medium   | Project Initiation Document sign-off | Project Executive          |
| Managing and monitoring delivery of partnerships | Ensure robust governance arrangements for any new partnerships and work with existing partners to improve governance arrangements as required, for example the HCC operated Hertfordshire Home Improvement Agency (HHIA), CCTV partnership, joint waste contract and Herts Waste Partnership. Priority assessed as High to reflect Director concerns with regard HHIA (subject to an on-going SIAS audit) and CCTV performance. | High     | Ongoing                              | Relevant Service Directors |



|  |  |                      |                     |                        |
|--|--|----------------------|---------------------|------------------------|
| Emergency Planning/<br>Business continuity<br>planning | Ensure sufficient emergency planning volunteers<br><br>Develop with Herts Waste Partnership and East Herts DC business continuity plans that are robust in the event of waste service failure, in particular with regard to waste depots | Medium<br><br>Medium | 31 December<br>2019 | Service Director Place |
|--|--|----------------------|---------------------|------------------------|

We have prioritised the actions identified above as follows:

|         |   |
|---------|---|
| High:   | Action requiring implementation as soon as possible   |
| Medium: | Action requiring implementation within 6 months       |
| Low:    | Action requiring implementation within 6 to 12 months |

We 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.

| APPROVED BY            | Status | Date    |
|------------------------|--------|---------|
| Senior Management Team | Final  | 30/4/19 |



**SECTION 3 – SERVICE AREA ACTION PLANS**