

## APPENDIX B

# Corporate Action Plan 2018/19 - Update Report Quarter 4 and Year End



Corporate Action Plan	Overall Progress at Year End	Responsible Officer
Corporate Action Plan 2018/19	88%	Donald Graham
Corporate Action	Progress at Year End	Responsible Officer
CP001 Implement the Development Sites Programme	64%	Sajida Bijle; Donald Graham, Simon Payton
CP002 Implement the Capital Infrastructure and Development Strategy	97%	Matthew Bunyon, Steve Burton, Hilary Shade,
CP003 Investigate opportunities for shared services and partnership working	99%	Donald Graham, Steve Burton, Judith Fear
CP004 Use the ICT Strategy 2018-2023 to optimise the use of technology across Council Services	88%	Matthew Bunyon
CP005 Develop the Workforce Strategy	100%	Judith Fear
CP006 To progress with the preparation of a single Local Plan	77%	Adrien Waite
CP007 Implement the Homelessness and Housing Strategy	93%	Hilary Shade
CP008 Use Partnership working to support the delivery of the Health and Wellbeing Strategy	100%	Hilary Shade
CP009 Respond to new legislation in a way that best serves local residents	95%	Hilary Shade, Harvey Patterson, Matthew Bunyon,
CP010 Support the Community Safety Partnership to reduce levels of anti-social behaviour	87%	Hilary Shade
CP011 Develop the Council's customer interface	78%	Judith Fear

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP001 Implement the Development Sites Programme	31-Mar-2019	64%	Sajida Bijle, Donald Graham, Simon Payton

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Hertsmere Development Ltd (HDL) Business plan to be approved by HDL Board and the Council	100%	Sajida Bijle; Donald Graham	Business Plan to be approved by the HDL Board	Business Plan agreed at the Hertsmere Development Limited Board on 22nd May 2018.
			Business Plan approved by Full Council	Business Plan approved by Full Council in July 2018
Implement proposals for key development sites	75%	Simon Payton	Implementation as per individual project plans as agreed through Executive	<p><b>Q4</b></p> <p><b>Cranbourne Depot</b> - construction contract has now been completed.</p> <p><b>Crown Road</b> - construction contract is now progressing with and expected completion date of 31/07/2019.</p> <p><b>St Johns Church</b> - Planning application submitted and expected to go to Planning Committee May 2019.</p> <p><b>Caishowe Road</b> - Planning application submitted and expected to go to Planning Committee June 2019.</p> <p><b>Orchard Close</b> - Planning application submitted and expected to go to Planning Committee May 2019.</p> <p><b>Eldon Avenue</b> - Planning application submitted and expected to go to Planning Committee June 2019.</p> <p><b>Ripon Way</b> – we have now acquired the Directors Arms leasehold interest. This will allow HBC to maximise the site potential in terms of design, affordable housing and the economies of scale by developing with the adjacent garage sites. A pre-app is currently being worked on for submission July 2019.</p>
Bring forward proposals for the development	18%	Simon Payton	Consultation exercises with local	<b>Newberries Car Park</b>

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Key Output	Progress to date	Responsible Officer	Performance Measure	Update
of 1 - Newberries Car Park, 2 - Bushey Golf and Country Club			residents	<p>No further Consultation exercise with local stakeholders has been undertaken during this period.</p> <p><b>Bushey Golf and Country Club</b> No further Consultation exercise with local stakeholders has been undertaken during this period.</p>
			Development of formal proposals	<p><b>Newberries Car Park</b> No new proposals have been developed beyond the original scheme that was formally approved by Council on 20/01/16 (C/16/12) during this period.</p> <p><b>Bushey Golf and Country Club</b> The following recommendation were approved by the Executive 20 March 2019 (EX/19/22)</p> <ol style="list-style-type: none"> <li>1. An Executive Panel be appointed with the Terms of Reference as set out in the report in order to progress development of Bushey Country Club.</li> <li>2. A Masterplan be commissioned for the development of the BCC site and funding be approved from previously earmarked resources.</li> <li>3. The "Bushey Country Club Consultation Group Report" be noted and all those members of the public as well as elected members who participated in this exercise be thanked.</li> </ol>
			Viable schemes adopted by the Council	<p><b>Newberries Car Park</b> No new viable schemes have been adopted beyond the original scheme that was formally approved by Council on 20/01/16 (C/16/12) during this period.</p> <p><b>Bushey Golf and Country Club</b> N/A</p>

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP002 Implement the Capital Infrastructure and Development Strategy	31-Mar-2019	97%	Matthew Bunyon, Steve Burton, Hilary Shade,

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Continue to invest in community infrastructure including improvements to Parks and Open Spaces and the Public Realm	100%	Matthew Bunyon; Steve Burton	Projects completed in line with planned timescales	Meadow Park phase 1 works are now complete.
Drive forward spend of Community Infrastructure Levy and Section 106 funding in line with agreed priorities	90%	Adrien Waite	CIL payments received and projects approved	Review of CIL spend process continues, being informed by the county-wide Planning Advisory Service (PAS) pilot project on securing developer contributions. Organisations who made successful CIL bids have had financial details checked and the process to release funds agreed.
Support the planned upgrades to Leisure Facilities across the Borough as part of the ongoing Leisure contract	100%	Hilary Shade	Work completed as per agreed schedule	Work ongoing in line with agreed project plan. Work to Bushey Grove and the Furzefield Centre is nearing completion and work on the Venue is underway.
Continue to invest in organisational infrastructure. Specific Projects include Business Continuity facilities at the Council's Potters Bar Depot	100%	Matthew Bunyon; Steve Burton	Projects completed in line with agreed timescales	Building works are now complete.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP003 Investigate Opportunities for Shared Services and Partnership Working	31-Mar-2019	99%	Donald Graham, Steve Burton, Judith Fear

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Continue to support the development of an NHS Hub in the vicinity of the Civic Offices, Borehamwood as part of the Hertfordshire and West Essex Sustainability and Transformation Plan	100%	Donald Graham	Agreement with the NHS to progress the project secured	NHS have confirmed that they wish to proceed with the Health Hub.
Work with HCC through the officer Liaison Group to oversee the first year of changes to the grounds maintenance arrangements and to improve joint working with HCC Highways	100%	Steve Burton	Quarterly meetings and coordination of works	Handover complete, liaison meetings no longer required specifically for Grounds Maintenance, but liaison continues with general collaborative opportunities.
Oversee implementation of the first year of the joint parking arrangements with Three Rivers DC	95%	Steve Burton	Delivery against the jointly agreed action plan	The service is now implemented with regular monitoring ongoing. A Service Level Agreement for the service is outstanding.
Appoint a Web and Digital Services Officer in Partnership with Hertfordshire County Council	100%	Judith Fear	Web and Digital Officer in post	Shared service with HCC 4 days a week in post since April 2018.
Investigate other opportunities for shared services and collaborative working including: - Better Business for All and - Environmental Health and Licensing Working Group for Beds and Herts	100%	Steve Burton	Opportunities considered as and when they arise	Working Group for Beds & Herts agreed that wide scale collaborative working would not be pursued, however investigation works continue with Watford Borough Council regarding Licensing.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP004 Use the ICT Strategy 2018-2023 to optimise the use of technology across Council Services	31-Mar-2019	<div style="width: 88%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 88%	Matthew Bunyon

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Review disaster recovery and business continuity provision	<div style="width: 75%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 75%	Matthew Bunyon	Cloud based Disaster Recovery solution in place	The first phase of testing is now complete and the second phase will commence shortly. Phase two will test a key business system on a public cloud environment to assess costs. SOCITM continue to support the project and will also be sponsored by Microsoft and the business system provider.
Review cloud or hosted services including email	<div style="width: 100%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 100%	Matthew Bunyon	Review complete and recommendations made	As mentioned above SOCITM have completed their review of Hertsmere's business systems and infrastructure and made their recommendation to a product centric model. This recommendation has been agreed by the Executive.
Review current desk top devices and use of ipads and Good app for Members and Officers to support	<div style="width: 80%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 80%	Matthew Bunyon	Review complete and recommendations made	<p><u>Desk top devices</u> This project is slightly behind schedule, however Heads of Service have completed their requirements. A business case is now being drafted to be presented to COB in May.</p> <p><u>iPads and Good app</u> Complete</p>
Review of current business applications to ensure capability for digital service delivery e.g. GIS	<div style="width: 100%; background-color: #4f81bd; height: 15px; border: 1px solid black;"></div> 100%	Matthew Bunyon	Review complete and recommendations made	The CRM procurement process is now complete and a preferred provider will be recommended to the Executive for approval in May.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP005 Develop the Workforce Strategy	31-Mar-2019	100%	Judith Fear

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Utilise a range of strategies as set out in the apprenticeship policy to meet the target of 7 apprenticeships during the financial year	100%	Judith Fear	7 apprenticeships underway in Council Services	<p>Hertsmere had 6 apprentice 'starts' in 2018/19 (2 in Engineering services, 1 in IDS, 1 in Parking Services, 1 in Waste and 1 in Planning)</p> <p>The Council had 3 other apprentices during 2018/19 (in IDS, Planning and Electoral Services) who did not start their apprenticeship during the 2018/19 financial year.</p> <p>Whilst we have met the corporate action for 2018/19, it does not match with the Government target which measures only apprentice 'starts'. The government target is 2.3% of headcount, at Hertsmere this equates to 7 apprentice 'starts' per financial year. We are recommending an amendment to the corporate action for 2019/20.</p>
Maintain and consolidate improvements in sick levels (particularly short term sickness)	100%	Judith Fear	Rolling staff sickness levels below target	The level of short term sick days was 3.03 as at 31 March 2019 against a target of 3.5 days max
Investigate initiatives to improve the Health and Wellbeing of Council staff	100%	Judith Fear	Health and wellbeing initiatives undertaken	<p>A New Year Wellbeing event took place from 29 January to 6 February and included NHS Health Checks undertaken by Hertfordshire Health Improvement Service. These were free checks and mirror the checks offered by GPs to patients over 40. The check included blood pressure, height, weight, Body Mass Index, blood test for cholesterol and blood sugar. A risk score of having a heart attack or stroke in the next 10 years based on the results of the assessment and calculated by the QRISK<sup>2</sup> risk calculator will be provided. Human Resources also arranged taster exercise classes including HIIT (High Intensity Interval Training), a Legs Bums and Tums class and a yoga class. A personal trainer was available to do body composition analysis and provide advice on achieving fitness goals. Representatives from Simply Health and Cycle Solutions were available to promote their health care cash plans and the cycle to work scheme respectively.</p>

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Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Abuse of staff campaign rolled out to the general public	100%	Judith Fear	Campaign rolled out and staff and public awareness increased	All actions have been completed and the outcomes will be reviewed
Implement 18 month review of Investors in People Status	100%	Judith Fear	Silver standard maintained and decision taken as to future participation in IiP	Decision taken not to pursue or have the 18 month review in September due to other work pressures.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP006 To progress with the preparation of a single local plan	31-Mar-2019	77%	Adrien Waite

Key Output	Progress to date	Responsible Officer	Performance Measure	Note Date	Update
Preferred site allocations plan published	100%	Adrien Waite	Document published	08-Jan-2019	'Potential sites for housing and employment' document agreed by Executive 17 October.
Consultation on Preferred Options Plan undertaken	100%	Adrien Waite	Public consultation completed	08-Jan-2019	Engagement on 'Potential sites for housing and employment' took place between 25 October and 20 December. Very high response rate with over 2,000 people / organisations submitting comments.
Continue to engage in work to produce a Joint Strategic Plan for South West Hertfordshire in partnership with Dacorum, St Albans, Three Rivers and Watford LA areas	50%	Adrien Waite	Delivery of Joint Strategic Plan in line with timescales agreed via the MoU between South West Herts Authorities	08-Jan-2019	Progress delayed to allow formal Member/Chief Executive collaboration programme to continue. A draft tender brief has been prepared for the Strategic Growth Locations Study and a draft statement of common ground has been signed.
Continue to work with HCC and other partners to support the delivery of appropriate infrastructure in line with agreed developments.	60%	Adrien Waite	Plans in place and delivery secured where appropriate	08-Jan-2019	Workshop held with HCC Officers to discuss infrastructure implications of potential growth locations. Liaison with HCC Growth and Infrastructure Team through PAS pilot study on developer contributions and ongoing meetings.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP007 Implement the Homelessness and Housing Strategy	31-Mar-2019	93%	Hilary Shade

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Develop the Homelessness and Housing Strategy	90%	Hilary Shade	Strategy and Action Plan ready for approval by the Executive	The strategy will be taken to Executive in June 2019.
Improve the supply and management of Temporary Accommodation within the borough	100%	Hilary Shade	Performance monitoring of statistical reports to include NI156 - Number of households living in temporary accommodation	Recommendations from the TA Review have now been implemented. Work has included: - In depth reconciliations of TA arrangements - Given notice on a number of TA block bookings. - Additional Staff have been recruited to provide better oversight of TA Management. - Costs are now in line with monthly budget allocation. In addition we are currently preparing management arrangements for new build temporary accommodation which is planned to be available for use from July 2019.
Review the utilisation of Private Sector Accommodation to meet our housing needs	90%	Hilary Shade	Private Sector Accommodation Strategy to be Reviewed	Policy reviewed and a revised policy will be presented to Executive in June 2019.
			Increased use of Private Sector Accommodation	A £319k bid to the Ministry of Housing Communities and Local Government Private Access Fund was successful and Hertsmere Homes was launched in March 2019.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP008 Use Partnership working to support the delivery of the Health and Wellbeing Strategy	31-Mar-2019	100%	Hilary Shade

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Refresh the Health and Wellbeing Strategy	100%	Hilary Shade	Strategy approved via the Local Strategic Partnership	The action plan has been produced for sign off by the Health and Wellbeing Group in February 2019.
Support the Hertsmere Whole Systems Obesity Project	100%		System mapped	As part of the delivery of the pilot project with Leeds Beckett University and HCC Public Health, workshops were held during March and April with attendees from a range of partner organisations. Outcomes have included the development of a systems map of the Hertsmere obesity system and developing action plans for causes of obesity relating to Family Life, Healthy Food and Physical Activity.
			Priorities for action identified	A range of priorities and actions were identified across Physical Activity, Family Life and Healthy Food. It was agreed not to pursue these as part of separate work programmes, rather to incorporate them where appropriate within the Hertsmere Health and Wellbeing Strategy which was agreed by the Hertsmere Local Strategic Partnership during this quarter.
			Initial Work Programmes agreed	Work on this programme has finished including feedback into the national pilot project.
Oversee spend against the Hertfordshire Partnership Fund on local health and wellbeing projects	100%	Hilary Shade	Programme Launched	All projects have now commenced delivery and is collecting evaluation data in line with their Partnership Agreements.
			Number of participants benefitting from the programme	<ul style="list-style-type: none"> <li>- The Borehamwood Shape Up course started in January and is progressing well. 25 Sign ups to the course, 22 Still engaged and participating. 9 participants have already met their 5% target and another 6 are on course to meet their 5% target by week 12.</li> <li>- Hertsmere Wellbeing Gateway Service has supported 70 individuals, Communities 1st continue to deliver the project following the end of the funding.</li> <li>- Wellies in the Woods - The first of three courses started in Potters Bar (at the PB1 Family Centre) on 31st January, and 5 parents and 9 children taking part. Further data will follow.</li> </ul>

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP009 Respond to new legislation in a way that best serves local residents	31-Mar-2019	95%	Hilary Shade, Harvey Patterson, Matthew Bunyon,

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Implement changes around Houses of Multiple Occupation	100%	Hilary Shade	Housing Enforcement Policy agreed and implemented	We currently have 61 licensed properties and have an enforcement approach agreed.
Ensure that GDPR legislation is being correctly applied to all personal data held by the Council	80%	Harvey Patterson	Council fully compliant with new legislation	A consultant (2414 Group Ltd) was commissioned to facilitate the Data Mapping / Audit exercise and Heads of Service are in the process of completing the data mapping templates for their respective departments. Currently the Council is exploring forming a Partnership with North Herts District Council (NHDC), who has an established team for GDPR and Information processing. It is anticipated that NHDC will provide support on a one-off and ongoing basis to ensure that appropriate policies are in place and that NHDC Data Protection Officer (DPO) also acts as the Hertsmere DPO. A decision to proceed with the partnership will be conditional on the cost of provision representing good value for money and NHDC have been asked to provide a quotation for this purpose.
Prepare and support our Communities in preparation for the full implementation of Universal Credit	100%	Matthew Bunyon	Plans in place	The full Universal Credit Service was rolled out in Hertsmere in December. Customer support is provided via an arrangement with Citizens Advice. The in house Benefits team remains suitably flexible to adapt to changes in workload and will remain so in the short term. Proposals on a combined Revenues and Benefits structure will likely be brought forward next year.
Implement the service changes required to meet the Homelessness Reduction Act	100%	Hilary Shade	Implementation of new staffing structure	Homelessness Reduction Act came into force in April 2018, service changes to implement the new requirements are in place. New structure to meet the requirements is in place to provide additional capacity to support Homelessness Prevention Casework.

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP010 Support the Community Safety Partnership to reduce levels of anti-social behaviour	31-Mar-2019	87%	Hilary Shade

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Support a problem solving approach to identifying local actions to tackle ASB	75%	Hilary Shade	Action Plan delivered	Anti Social Behaviour Action Group meetings continue and the group is undertaking a review of the content of the meetings. Anti Social Behaviour (ASB) surveys are being undertaken in areas where ASB is reported to help us to understand the nature of the problems being experienced. The police have asked for some analytical work to be done to understand the extent of ASB in the borough and how best to tackle it.
			Decline in rate of ASB for Hertsmere	Rates of ASB will be monitored to measure the impact of these initiatives.
Support delivery of a training programme for partners and young people across a range of topics	100%	Hilary Shade	The number of participants trained	<ul style="list-style-type: none"> <li>- 50+ professionals attended workshop at HBC in January focusing on Cuckooing which involves offenders targeting the homes of vulnerable people and using them to deal and manufacture drugs before moving onto somewhere new. Hertsmere are seeking to agree a multi-agency procedure for dealing with this emerging issue.</li> <li>- Hertswood Academy held an awareness day for 240 year 9 students in February. The St Giles trust spoke about the consequences of getting involved in gangs and county lines, Tracey Hanson and Patrick Boyce spoke about their sons who were victims of stabbings and the Fire Service gave first aid training whilst school staff directed an interactive play to demonstrate the learning from the day.</li> <li>- A second session with the St Giles Trust for primary and secondary staff and other professionals was held on 6 February with over 70 attendees.</li> <li>- Approx 30 professionals attended a Domestic Abuse Lite Bite training session held on 25 March. The session, hosted by Hertsmere Borough Council, was run by Liz Perry and Sara Jackson Managers of SAHWR Specialist Domestic Abuse Services, was for people working with the public to gain an insight into domestic abuse.</li> </ul>

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Corporate Action	Due Date	Action Progress at Quarter End	Action Responsible Officer
CP011 Develop the Council's customer interface	31-Mar-2019	78%	Judith Fear

Key Output	Progress to date	Responsible Officer	Performance Measure	Update
Identify within the Customer Services Strategy ways in which the Council's interactions with the general public can be improved	100%	Judith Fear	Public consultation exercise to help shape approach undertaken	Consultation exercise complete and results used to inform approach.
			Strategy completed and agreed	Strategy was approved at September Executive.
			Initiatives identified	Website supplier should complete current work in Q1 of 2019/20
Explore investment in new CRM system to facilitate improved digital interactions with customers	80%	Judith Fear	Decision around future investment	Tender process is complete now going through approval process which should be complete in Q1 of 2019/20
Increase and improve digital interactions with the general public	55%	Judith Fear	Review of service delivery methods complete in conjunction with SMT	Services have been trained on new website functionality.
			Review of website, use of social media and channel shift complete in conjunction with SMT	New CRM system is planned to be implemented in Q3 of 2019/20. This will provide an online account which will increase channel shift.