

### Progress Review of Service Governance Actions 2019/20 - April to September 2019

Action identified for 2019/20	Progress	Service Area
<b>Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law</b>		
Dignity at Work Policy to be circulated to all staff in the Corporate Services Business Unit	<b>Complete.</b> The Policy has been circulated to all staff in the Corporate Services Business Unit	Corporate Services
Officers responsible for procurement in the Corporate Services Business Unit to attend Financial Regulations refresher training	<b>In progress.</b> Corporate Services staff responsible for procurement to attend next session of Financial Regulations refresher training.	Corporate Services
Restructure and recruitment of permanent staff and graduate trainees in the Estates, Reconciliation and Paralegal service units to enhance capacity and workforce planning.	<b>In progress.</b> Estates restructure consultation complete. One post filled and three to be filled. Targeted advertising to recruit to the vacant posts to commence with support from HR.	Finance and Estates
Improvements in business intelligence to identify service weaknesses and enhance service delivery to form part of the SDS Future Council Business Review (carried over from 2018/19)	<b>In progress.</b> Work has been undertaken to optimise resource deployment for Refuse and Recycling and Streets and Grounds Maintenance functions. A new management structure has been implemented following the Business Unit Review and an Operations Management system has been procured and is currently being implemented. This system is expected to go live in January 2020. This will provide real time business intelligence in respect of the Operations functions. Full performance granularity has been implemented across the business unit so as to enable proactive identification of development areas or areas in need of intervention.	Stevenage Direct Services
<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>		
IT Shared Service Board Partnership Agreement to be reviewed and changes agreed by the ICT Shared Service Partnership Board	<b>In progress.</b> Currently forms part of an IT Audit which is underway.	Corporate Services
New Communications and Marketing Action Plan to be implemented and embedded	<b>Complete:</b> Communications and Marketing campaign plans are now in place.	Corporate Services
Review and enhance computer generated documentation aimed at residents (carried over from 2018/19)	<b>Complete.</b> As part of the Housing All Under One Roof transformation programme, all letters produced through Desk Top Integration have been reviewed.	Housing and Investment
Carry out a review of Financial Regulations (carried over from 2018/19)	<b>In progress.</b> Financial Regulations have been reviewed. Consultation to be carried out in respect of proposed changes.	Finance and Estates

Phase Two of the Stevenage Direct Services Future Council Business Review to further enhance service delivery	<b>In progress.</b> Service reviews for Housing Repairs and Maintenance and Environmental Performance and Development have commenced and initial proposals considered by SLT. Work is being undertaken to finalise proposals and complete consultation documents and processes with a view to implementation early in 2020/21. The review of the Operations functions has commenced and restructures proposals aligned with Cooperative Neighbourhood Working principles are being finalised with a view to being considered by SLT by December 2019.	Stevenage Direct Services
<b>Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits</b>		
Service Plans to be produced for the Planning and Regulatory Services Business Unit	<b>In progress.</b> Service Plans for the Planning and Regulatory Services Business Unit are being updated.	Planning and Regulation
Internal review of the Council's Customer Service model	<b>Not started.</b>	Corporate Services
New performance framework to be put in place for ICT	<b>In progress.</b> New performance indicators are being captured as part of the recently approved ICT strategy.	Corporate Services
New performance measures to be introduced for the Communications service	<b>Complete.</b> Local performance measures are now in place for Communication campaigns to assess reach and impact	Corporate Services
Carry out a review of customer satisfaction monitoring for the ICT service	<b>Not started.</b> Will be incorporated into the ICT Performance Suite when it has been developed.	Corporate Services
A review of SDS policies to ensure services operate to approved standards (carried over from 2018/19)	<b>Complete.</b> New health and safety governance and monitoring mechanisms have been implemented and shaped the development of the overarching corporate governance framework. Each service has up to date risk assessments and action plans. Training and compliance reviews have been undertaken with appropriate training requirements highlighted and programmed into the Unit training matrix to ensure compliance with statutory requirements.	Stevenage Direct Services
Implementation of the recommendations from the Waste Scrutiny Review carried out in 2018/19	<b>In progress.</b> Embedded within the service review proposals that will be implemented by June 2020.	Stevenage Direct Services
Development and implementation of an Inclusive Play Policy to enhance access to Play services (carried over from 2018/19)	<b>In progress.</b> The Business Unit review for the Play Service has captured the need to broaden the reach of the Play Service to better serve children in the town in a more inclusive way, looking at driving outcomes in terms of child poverty, community safety,	Communities and Neighbourhoods

	health and wellbeing etc. This review launches for consultation at the end of the month and will be implemented by February 2020.	
<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>		
Establish a FTFC Programme Office to monitor performance of the FTFC Programme	<b>Complete.</b> Programme Office now in place to monitor the FTFC programme.	Corporate Services
Development of an ICT investment programme	<b>Complete.</b> ICT strategy together with investment programme to fund the strategy approved by Executive on 9 <sup>th</sup> October 2019.	Corporate Services
<b>Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it</b>		
Job descriptions for posts in Planning and Regulation to be reviewed as part of the Future Council Business Review process	<b>In progress.</b> The majority of job descriptions for posts in Planning and Regulation have been reviewed as part of the Future Council Business Review. The outstanding three job descriptions will be updated soon.	Planning and Regulation
Recruitment to key vacant posts in Planning and Regulation	<b>In progress.</b> Roles being covered by temporary staff. Recruitment to these posts to commence soon.	Planning and Regulation
ICT officers’ job descriptions to be reviewed to reflect new structure and practices	<b>In progress.</b> A number of job descriptions have been reviewed. Further work to review all other job descriptions continues.	Corporate Services
Recruitment to key posts in the ICT Service Delivery Unit	<b>In progress.</b> A number of key ICT posts have now been appointed. Further recruitment will take place to ensure the ICT Strategy can be implemented.	Corporate Services
Recruitment to posts in the CSC to enhance capacity and performance	<b>Complete.</b>	Corporate Services
Appointment to interim posts in Human Resources to support Business Units to implement their Future Council Business Reviews	<b>In progress.</b> The HR restructure is underway.	Corporate Services
Recruitment to new/vacant posts in the recently established Corporate Policy and Business Support unit	<b>In progress.</b> The Corporate Policy and Research Officer and Data Analyst post have started. Recruitment to the post of Corporate Policy and Research Officer will commence soon.	Corporate Services
Implementation and embedding of the new SDS Workforce Plan	<b>In progress.</b> New workforce arrangements have been integrated into the service review proposals and are scheduled for implementation next year.	Stevenage Direct Services
SDS job descriptions for staff below Tier 4 to be reviewed during the second phase of the business reviews (carried over from 2018/19)	<b>In progress.</b> Service reviews for Housing Repairs & Maintenance and Environmental Performance & Development have commenced and initial proposals have been considered by the Senior Leadership Team. Work is being undertaken to finalise proposals and complete consultation	Stevenage Direct Services

	documents and processes with a view to implementation next year.	
Lone working arrangements for Estates Officers when undertaking enforcement duties to be reviewed and new working practices to be implemented.	<b>Complete.</b> Health and Safety training has been completed by all Estates staff and practices have been enhanced. Use of enforcement officers and change to arrears process and letters has been implemented.	Finance and Estates
Continued implementation of training identified by the Training Needs Analysis to be implemented during 2019/20 (carried over from 2018/19)	<b>Complete/Ongoing.</b> Violence and Aggression training is being rolled out to all Housing and Investment staff through a programme. In addition to this a number of the team are undertaking professional qualifications as well as further Customer First training programme for new starters.	Housing and Investment
Job descriptions for posts in Housing and Investment to be reviewed and updated as required during the next phase of the Future Council Business Review (carried over from 2018/19)	<b>In progress.</b> All job descriptions have been rewritten and are currently subject to consultation through the Business Unit Review. The consultation closed on 8 November 2019.	Housing and Investment
<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>		
Enhance Corporate Services staff awareness of the Council's Anti-Fraud and Corruption Policy and arrangements	<b>On hold.</b> Anti-Fraud and Corruption Policy requires review prior to distribution to staff.	Corporate Services
Business case to be produced outlining how ongoing GDPR monitoring/ information governance is going to be resourced.	<b>In progress.</b> A joint business case is being developed with East Herts District Council	Corporate Services
Enhance Communities and Neighbourhoods staff awareness of the Council's Anti-Fraud and Corruption Policy and arrangements	<b>On hold.</b> Anti-Fraud and Corruption Policy requires review prior to distribution to staff.	Communities & Neighbourhoods
Complete the review of the Communities and Neighbourhood web pages to ensure that information is still valid and up to date for the launch of the Council's new website	<b>In progress.</b> The review of the web pages is in progress and will be incorporated into the Council's new web site.	Communities and Neighbourhoods
Shared Legal Service Partnership Risk Register to be produced (carried over from 2018/19)	<b>Not started.</b> This is scheduled to be discussed at the next Legal Partnership Board meeting on 17 December 2019	Shared Legal Service
Shared Legal Service Partnership Agreement to be updated to reflect GDPR requirements (carried over from 2018/19)	<b>Not started.</b> This is scheduled to be discussed at the next Legal Partnership Board meeting on 17 December 2019.	Shared Legal Service

An archivist to be appointed to review documentation dating back to before the transfer to the new Shared Legal Service (i.e. pre August 2017) (carried over from 2018/19).	<b>In progress.</b> The Paralegals are reviewing the legal documentation which predates the Shared Legal Service under the advice of the Borough Solicitor and Lead Lawyer for the Shared Legal Service.	Shared Legal Service
Appointment of a Compliance Manager to carry out compliance activity and to manage delivery of the five year compliance action plan (carried over from 2018/19)	<b>In progress.</b> The Compliance Manager post remains difficult to recruit. This post has been advertised several times. Currently working with HR to review market supplements for this post. The post is currently being covered by agency staff.	Housing and Investment
Delivery of the five year action plan incorporating actions identified following an independent compliance review of the Council's Housing Stock (mechanical and electrical) (carried over from 2018/19)	<b>In progress.</b> The five year action plan is underway.	Housing and Investment
<b>Principle G – Implementing good practice in transparency</b>		
Continued monitoring of the new Shared Home Improvement Agency Function to ensure its effective implementation	<b>In progress.</b> A recent SIAS audit has identified a number of recommendations for improvement of the new shared service and action is being taken by Hertfordshire County Council who is responsible for the delivery of this shared service to implement these recommendations.	Planning and Regulation
Recommendations from the peer review of Constitutional Services to be implemented as part of the Future Council Business review of this service	<b>In progress.</b> Awaiting final report from the peer review.	Corporate Services
Complete the review of CCTV governance arrangements and the establishment of a five year business plan (carried over from 2018/19).	<b>In progress.</b> The governance review was concluded on 25 September 2019 with all completed audit actions being signed off by the Joint Executive	Communities & Neighbourhoods