

## SERVICE BASED GOVERNANCE ACTIONS – 2020/21

Action identified for 2020/21	Progress September 2020	Service Area
<b>Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law</b>		
Continue to implement the new management system for SDS Operations to provide real time business intelligence in respect of the Operations functions. Links with the new CRM system need to be made live so the full functionality can be realised.	The new system (Collective) went live on 16 <sup>th</sup> March with the waste and recycling module. Back office has not been fully implemented due to delays/Covid-19. Integration with Firmstep went live in October 2020 and missed bins have reduced by an estimated 45% as a direct result. Bins are not being replaced as frequently and some charges have been levied. Streets and Grounds will be the next module to be implemented. Reactive tasks planned to go through in the early New Year.	<b>Stevenage Direct Services</b>
Induction process to be carried out for all staff in Housing and Investment when the Housing and Investment Business Unit Review is launched (postponed from the 6 April due to COVID-19 response). The induction process to include awareness of Employee Code of Conduct and Financial Regulations and Contract Standing Orders.	This induction process is yet to happen. Covid has led to delays in recruiting to the vacant posts. The induction itself is due to be finalised in October and will then be rolled out virtually across all members of the Housing Team.	<b>Housing and Investment</b>
Review of Council's pay and reward arrangements to attract and retain staff and consider special arrangements to attract staff for hard to recruit posts.	<b>Complete.</b> External Consultant engaged and completed this project, benchmarking SBC pay and benefits locally, regionally and nationally. Report presented to Head of Paid Service and SLT and decision made that no changes are currently required.	<b>Human Resources and Organisational Development</b>

Data to be added to HouseMark to enhance data analysis, insight and business intelligence	Data being collated and is due to be submitted to Housemark by the end of the year.	<b>Housing and Investment</b>
<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>		
The IT Shared Service Board Partnership Agreement to be reviewed and agreed by East Herts District Council	The ICT Shared Service Board Partnership Agreement has been reviewed and is currently awaiting approval	<b>Digital and Transformation</b>
Financial Regulations to be approved by Audit Committee and staff to be informed of changes	<b>Complete.</b> Financial Regulations were approved by Council in July 2020. The Regulations are now on the Council's intranet.	<b>Finance and Estates</b>
Complete the review of supervisory/management roles in Stevenage Direct Service Business Unit to further enhance service delivery. This was expected to go live on 1st May 2020 but due to COVID-19 has been delayed until June 2020.	<p>Completed fully for Operations from 1<sup>st</sup> October with all roles in position and previous interim arrangements ceased.</p> <p>For the Repairs service, phase one is complete. Three of the four positions have been recruited to with one person covered by an interim manager until permanent recruitment is complete.</p> <p>The Garages and Markets team have been decoupled on a trial basis. The service review is underway with the proposed new job descriptions having been considered by the Job Evaluation panel on 29<sup>th</sup> October. It is anticipated that the review will be completed by 1<sup>st</sup> January 2021 and the new establishments made permanent.</p>	<b>Stevenage Direct Services</b>

<p>Deliver and embed a new customer service model for the Customer Service Centre, supported by new and enhanced digital processes.</p>	<p>A new website and Digital Platform have gone live offering easier navigation, improved accessibility and enhanced digital options for residents. In order to ensure continuous improvement of the customer experience and to realise efficiencies, a review of the model for customer services and customer complaints delivery as part of the Digital and Transformation Business Unit Review will be carried out.</p>	<p><b>Digital and Transformation</b></p>
<p>Update the Council's Communications Strategy, including a review of the Council's branding and corporate identity</p>	<p>Communications strategy and style guide updated for 2020. Review of sub-brands is currently underway to help provide clarity on the SBC corporate identity. Guide to be launched when time allows.</p>	<p><b>Communications</b></p>
<p>Carry out a review of staff engagement</p>	<p>Regular pulse staff surveys undertaken throughout the pandemic to monitor staff engagement and digital staff survey platform options currently being appraised for the longer term.</p>	<p><b>Human Resources</b></p>
<p><b>Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits</b></p>		
<p>Service Plans for the Planning and Regulatory Services Business Unit to be reviewed and updated</p>	<p>The Service Plans are being reviewed and is scheduled to be complete by March 2021.</p>	<p><b>Planning and Regulation</b></p>
<p>Implementation of the recommendations from the Waste Scrutiny Review</p>	<p><b>Complete.</b> In place with the integration of systems.</p>	<p><b>Stevenage Direct Services</b></p>

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>		
An inclusive Economy Charter to be produced alongside an action plan to ensure the council drives social value through its activities and those of other partners working in Stevenage.	Approved at Executive in July 2020. A formal launch is being planned for the end of October/early November. The council will produce its first community balance sheet at the end of March 2021.	<b>Communities and Neighbourhoods</b>
Recommendations from the peer review of Constitutional Services to be implemented	Peer review has been completed. Plans have been devised and are likely to be implemented during 2021/22. The review has helped to inform potential future savings options.	<b>Constitutional Services</b>
<b>Principle E – Developing the entity’s capacity, including the capability of its leadership and the individuals within it</b>		
Recruit to the Head of Estates, Commercial Asset Manager and Surveyor posts in the Estates service to enhance capacity and implement the Corporate Landlord function	The Head of Estates has been recruited and is now looking to recruit to vacant roles in the Team. The Head of Estates has also taken management responsibility for Facilities Management and Property Services and is recruiting to the vacant Facilities Manager post.	<b>Finance and Estates</b>
Recruit to the vacant roles in Reconciliation and the Paralegal Service as a result to the recent restructure of these services	The restructure of the Reconciliation Team is complete and recruitment activity has taken place, however there are still vacant posts to fill.	<b>Finance and Estates</b>
Recruitment to a Graduate post in Accountancy and a Corporate Graduate post to be assigned to Estates to enhance succession, capacity and workforce planning. Recruitment to these posts is currently being delayed due to the COVID-19 response.	The recruitment to these posts continues to be delayed due to Covid-19. One of these posts may now be deleted as part of the Council’s need to find financial savings..	<b>Finance and Estates</b>

Corporate Governance Group to consider the implementation of induction training for Interim Staff	This has been considered by Corporate Governance Group and HR will be making arrangements for agency staff to receive induction training.	<b>Finance and Estates</b>
Update the final two job descriptions in the Planning and Regulatory Services unit	This is scheduled to be completed by March 2021.	<b>Planning and Regulation</b>
Recruit to vacant ICT posts. Three positions remain unfilled. One growth post is currently under review and should be completed in May. One post is being recruited to temporarily. Proposal is to fill the other post with a graduate trainee.	All ICT posts have now been filled with the exception of one post in the Applications team. Work is in progress to appoint a graduate trainee for this post.	<b>Digital and Transformation</b>
Implementation and embedding of the SDS Workforce Plan	<b>Complete.</b> This action has been superseded by the recent Business Unit Reviews.	<b>Stevenage Direct Services</b>
Finalise proposals, implement and embed the service reviews for Housing Repairs and Maintenance and Environmental Performance and Development	<p>The service review for the Environmental and Commercial Support functions will go live from 2<sup>nd</sup> November. Recruitment to 1.5 FTE vacant posts has commenced.</p> <p>The service review for the Policy and Development Team is temporarily suspended in lieu of the recruitment freeze.</p> <p>Phase One of the Repairs review is complete. Three of the four positions have been recruited to with one position covered by an interim manager until permanent recruitment is complete. Phase two to commence in January 2020.</p>	<b>Stevenage Direct Services</b>

Recruit to the vacant posts which have been created as a result of the Housing and Investment Future Council Business Review	Recruitment to the last remaining posts is underway and would anticipate that this will be complete by the end of the financial year.	<b>Housing and Investment</b>
Review of job descriptions for all posts within the scope of the second phase of the Stevenage Direct Services Business Unit review	First phase of the Operation service complete (as Per Principle B), the second phase to commence in October 2020.  First phase of the repairs service review due to complete in October 2020. Second to commence Nov/Dec 2020 and will look at all posts including Terms and conditions for the roles to ensure future service standards are met.	<b>Stevenage Direct Services</b>
<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>		
Business Case which outlines how ongoing GDPR monitoring/information governance is going to be resourced and proposals for a shared service with East Herts to be agreed and implemented.	<b>Complete.</b> A Business Case was submitted to East Herts District Council. The proposal to develop a shared service for Information Governance will not be going ahead.	<b>Digital and Transformation</b>
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>Complete.</b> The web pages have been reviewed. This action is therefore now complete.	<b>Community and Neighbourhoods</b>
Shared Legal Service Partnership Risk Register to be produced	<b>Complete.</b> A Shared Service Partnership Risk Register has been produced and agreed by the Shared Legal Service.	<b>Shared Legal Service</b>
Shared Legal Service Partnership Agreement to be updated to reflect GDPR requirements	This action is in progress.	<b>Shared Legal Service</b>

Complete the review of documentation dating back to before the transfer to the new Shared Legal service under the advice of the Borough Solicitor and Lead Lawyer for the Shared Legal Service.	This has been delayed due to absence of staff in the office due to Covid-19. Prior to this, work has been carried out to rationalise the files but this work is not yet complete.	<b>Shared Legal Service</b>
Appointment of a Compliance Manager to carry out compliance activity as outlined in the five year Compliance Action Plan	<b>Complete.</b> The new Compliance Manager started on 14 <sup>th</sup> October 2020.	<b>Housing and Investment</b>
Delivery of the five year Compliance Action Plan, incorporating actions identified following an independent compliance review of Housing Revenue Account properties	<b>Closed.</b> This has either been incorporated in the asset management strategy and covered by that action plan or superseded by changes such as building safety since this action was originally added. A number of the actions have been completed and put in place such as the electrical inspection programme, changes to processes etc.	<b>Housing and Investment</b>
Stevenage Direct Service budgets to be reviewed as part of SDS Business Unit Review to ensure they support both long term and short term outcomes	Service review within the support team will deliver full year savings from April 2021.	<b>Stevenage Direct Services</b>
Anti-Money Laundering and Anti-Bribery Policies to be launched and staff made aware.	The Anti-Money Laundering and Anti-Bribery Policies have been approved and are now available on the Council's intranet.	<b>Finance and Estates</b>
Complete the actions identified by the recent SIAS follow-up audit of the Street Cleansing Service	Complete, with the exception of those actions relating to the implementation of the systems to support the service delayed due to Covid-19 as highlighted in Principle A.	<b>Stevenage Direct Services</b>
Review of Operational Risk Registers to reflect new corporate services structure and reporting arrangements	<b>Complete.</b> Operational risk reporting has been reviewed to reflect new organisational structure.	<b>Various Services</b>

### Principle G – Implementing good practice in transparency

Continued monitoring of the new Shared Home Improvement Agency Function to ensure its effective implementation and medium term financial viability.

A report went to Executive on 6<sup>th</sup> October outlining the improvements which have been made to this service since the SIAS audit. Significant improvement has been made and Executive has agreed to remain a member of HHIA.

**Planning and  
Regulation**