

Progress Review of Service Governance Actions 2021

| Action identified for 2021/22 | Progress | Service Area |
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| Principle A – Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law | | |
| Ensure new Estates staff (when recruited) attends SBC Procurement training. | In progress. All new Estates staff have been encouraged to book on the next available session and review the online material | Finance & Estates |
| Carry out annual review of the Council's Whistle-Blowing Policy | In progress. This will be progressed over the next few months in association with the Shared Anti-Fraud Service | Finance & Estates |
| Carry out a review of the Council's approach to complaints in accordance with the new requirements outlined in the new Social Housing White Paper | Complete. Complaints Managers are now in place and are following corporate and Housing Ombudsman guidelines. Pending the white paper requirements, it has been agreed that all contact should be through YourSay and then passed to each Complaints Manager to action and a response to be provided within 10 working days | Housing & Investment |
| Customer First Training to be provided for new Starters in the Housing and Investment Business Unit and extend offer to Repairs and CSC | Complete. The last of these training sessions were held in August. | Housing & Investment |
| Financial training to be provided to Housing and Investment staff by the Finance and Estates business unit. | Complete. End of year accounts training has been provided to staff that require it in Housing and Investment. | Housing & Investment |
| Review of Social Housing White Paper to ensure the Council is compliant with the new requirements contained in the new Paper. | In progress. A document has been produced which outlines what the White Paper is requiring Councils to do and includes the Council's current status in relation to the new requirements. The Council's compliance against the Housing Ombudsman's Complaints Handling Code self-assessment has been completed and has been published on the SBC website. | Housing & Investment |
| Principle B: Ensuring openness and comprehensive stakeholder engagement | | |
| Resident and STAR survey to be carried out. | In progress. The residents' survey is currently being carried out. The interviews are asking residents their views on their neighbourhoods, the priorities for the town and their satisfaction with council services. In addition, tenants are being asked their views on housing services. | Housing & Investment |
| Implement changes to the Repairs service to improve communication between teams when carrying out multi-team complex repairs | In progress. Repairs are now working from the office to improve communication. Awaiting CSC resource to further improve this through colocation and collaboration. Regular meetings are held with CSC. Single Point of Contact is identified for complex / multi-team cases. | Stevenage Direct Services |

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| Continue consultation with children and young people to inform significant capital play area improvements | In progress. Consultation undertaken to inform improvements to play areas in Manor and Symonds Green Wards. Consultation completed through Camps Hill School and consultation events at Chells Park and Scarborough Avenue play areas. Feedback currently being collated to inform tenders. | Stevenage Direct Services |
| Feedback from residents and service data to be used to inform future project work in relation to the Garages Improvement Programme. | In progress. There will likely be an opportunity for residents to share their views on garage provision as part of a potential project within the Garages Improvement Plan to build new garages in high demand areas that will combine waiting list information, void data and a revised pricing strategy. There will be officer and Member consultation to inform this approach. | Stevenage Direct Services |
| Review customer feedback arrangements in the Digital and Transformation Business Unit to enhance overall insight of feedback received. | In progress. In depth review of customer feedback is in progress as part of the corporate transformation programme. A new customer resolution measure has been introduced. A customer panel will be set up in 2022 to shape the future design of services. | Digital and Transformation |
| Review of Contract Management training to ensure all staff who are required to monitor contracts are fully aware of Council procedures | In progress. Contract management training opportunities are being provided for staff who are required to monitor contracts. | Digital and Transformation |
| Carry out a review of the ICT Contracts Register | On hold. This action is currently outstanding due to other IT proprieties. | Digital and Transformation |
| Development of new Customer Strategy | In progress. In depth discovery work is in progress as part of the corporate transformation programme (heavily focused on the customer experience). This work will drive the design of future Customer Strategy/Transformation Business Case in 2022 | Digital and Transformation |
| Shared Service Agreement between Stevenage Borough Council and East Herts to be finalised | In progress. Agreement has been refreshed and discussed at IT Partnership Board. Some minor amendments are required. The agreement will then be signed off pending current ICT review | Digital and Transformation |
| Review the model for customer services and customer complaints delivery. | In progress. Review is complete. New model will go live in January 2022 | Digital and Transformation |
| Principle C – Defining outcomes in terms of sustainable economic, social and environmental benefits | | |
| Recruitment to vacant posts in the Finance and Estates service areas. | In progress. Some vacant posts have been filled. There are however still a number of posts in both service areas which need to be recruited to. | Finance & Estates |
| Review performance measures in relation to monitoring use of agency staff. | Complete. A new measure has been introduced to look at the percentage of agency staff working with the Council for over 12 weeks. A report was presented to Executive outlining improvement mechanisms for more efficient use of agency staff in July 2021 and a further report on progress will be presented later this year. | HR & OD |

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| Review and increase resources as required, as business cases move to projects, to meet the demands of the Town Deal. | In progress. The contract of an existing specialist consultant has been extended by a year to provide full-time expertise. An additional consultant has also been recruited who is supporting with the production of business cases, and a team has been assembled of external companies to support in various disciplines. Growth has been agreed for a new Grade 7 Officer, and an enhanced structure is being developed with Finance & HR to enable the service to have the right delivery resources in place by April 2022 (when all of the business cases have been resolved). | Regeneration |
| Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes | | |
| Quarterly Shared Procurement Service meetings with East Herts and Hertsmere to be established. | In progress. Initial meetings have been held with Hertsmere. Meetings to be arranged with East Herts. | Finance & Estates |
| Review of 2022/23 Capital Programme. | This will be carried out as part of the budget setting process in November/December 2021. | Finance & Estates |
| Complete the review of the Council's Procurement Strategy | Complete. The updated Co-operative Procurement Strategy was approved by Executive in October 2021. | Finance & Estates |
| Housing data to be uploaded to Housemark once the required information from Finance has been received. | On hold. Due to other priorities in Finance this action has not been progressed. | Housing & Investment |
| Review of the HRA Business Plan | In progress. The HRA Business Plan is currently under review and will be considered by Executive later this year | Housing & Investment |
| New Service Plan to be produced in line with corporate template | In progress. Work is progressing in relation to the creation of service plans. | Various |
| Implement Trade module of Collective (Waste management information system) . | In progress. Finalising collation of data to enable Bartec to set up system for testing. Also liaising with Finance and IT to ensure that necessary integration work can be implemented in-house. Hoping to be able to deliver new system live from April 2022, along with new T&C's for customers. | Stevenage Direct Services |
| Implement digital solutions for parks bookings, tree management and fly tipping reporting. | In progress. New online parks booking system rolled out in September. Fly-tipping reporting via Dash/Report it. A suitable cloud-based tree management system has been identified. Business case to be developed. A suitable cloud-based cemeteries management system has been identified following discussions with other Herts cemetery officers and discussion with ICCM. Business case being completed. The current system used to support the Vehicle Repair Workshop operations will not be available beyond July 2022. Officers will be looking into suitable replacements for delivery before next summer. A digital play area management system is also | Stevenage Direct Services |

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| | required. Officers have arranged some demonstrations of systems on the market, and will be developing a business case. | |
| Implementation of the Collective Streets and Grounds module to be considered. This is partially dependent on delivery of new GIS system. | In progress. Awaiting update on timescales for procurement of new GIS. Grounds and Streets element, if suitable via Bartec, will follow the successful implementation of the Trade Waste module. Officers also to consider alternatives to Bartec <i>Collective</i> which may be better suited to the requirements. | Stevenage Direct Services |
| Process improvements in relation to Garages to be carried out in collaboration with the Estates service. | Complete. Process map created highlighting areas for improvement | Stevenage Direct Services |
| Principle E – Developing the entity's capacity, including the capability of its leadership and the individuals within it | | |
| Review of the service workforce plan to fully implement new structure and ensure succession planning . | Not started. This will be taken forward over the next six months. | Constitutional Services |
| Review job descriptions to ensure they reflect the new Constitutional Services structure | Not started. This will be taken forward over the next six months. | Constitutional Services |
| Review of training needs for Finance and Estates staff | Not started. This action is outstanding. | Finance & Estates |
| Job descriptions to be reviewed as part of recruitment process | Complete. The job description for the Head of Technical Finance was reviewed as part of the latest round of recruitment | Finance & Estates |
| Complete the roll out of the new H&I Induction process. | In progress. The new H&I induction process to be rolled out soon. | Housing & Investment |
| Carry out a review of the revised Housing and Investment structure to review the effectiveness of the recent H&I Business Unit Review. | In progress. A review of Lettings and Temporary Accommodation took place in 2021. An informal review of Housing Options and Housing Supply has been carried out this year. Resident and Estates, Income Services and part of Specialist Support Services being reviewed over the next few months. | Housing & Investment |
| Health and Safety Policy to be recirculated to Housing and Investment staff as a reminder. | Complete. Health and Safety training is being delivered to front line officers. Violence and Aggression training is also being arranged for H&I staff in December 2021. | Housing & Investment |
| Produce a workforce plan for the Regeneration Service. | In progress. Some progress has been made, including identifying a number of learning & development opportunities for staff, most recently involving attendance at a conference in London. The next step is to pull together the individual actions in to an overall plan. This will be done once the resourcing plan has been finalised. | Regeneration |
| Implementation of Workforce Plan for Stevenage Direct Services | Superseded. This is superseded by the final phase of the service reviews in Repairs & Voids and Operations. | Stevenage Direct Services |
| Training log to be created to record all training within the service area | Complete. Training logs are no in place and operational. | Stevenage Direct Services |

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| Service review to be carried out to create an establishment that is more resilient and flexible and less reliant on agency staff and more geared to commercial activity | In progress. Operations - Second phase of the service review agreed at April SLT. After completing JDs, briefings with Portfolio Holder, Leader and Unions, consultations commenced 14 th September. Expected completion for next financial year | Stevenage Direct Services |
| Review of job descriptions for all posts within the scope of the second phase of the Stevenage Direct Services Business Unit review | In progress. Ops – As above Repairs – JDs have been reviewed and consultation currently taking place. Aiming to implement the changes in February/March 2022. | Stevenage Direct Services |
| Carry out a review of training across the Digital and Transformation Business Unit | On hold. This action is currently outstanding due to other priorities. | Digital and Transformation |
| Principle F: Managing risks and performance through robust internal control and strong public financial management | | |
| Complete review of Finance, Facilities and Estates Operational Risk Registers and rescoring to align with new risk scoring. | In progress. Progress has been made in updating operational risk registers. | Finance & Estates |
| AD Finance and Estates to update the Council's Anti-Fraud and Corruption Policy. | In progress. The Anti-Fraud and Corruption Policy has been reviewed and is being considered at November 2021 Audit Committee | Finance & Estates |
| Review of performance measures for 2021/22 reporting | Complete. Performance measures for 2021/22 have been reviewed and agreed by July Executive | Housing Development |
| Review of Performance measures for 2021/22 reporting | Complete. Measures were reviewed at the beginning of 2021 and a new measure identified for the use of agency staff | HR & OD |
| Staff to undertake annual refresher of GDPR e-learning | Complete. GDPR has been published as refresher training on iLearn. Report on compliance has been provided to the Information Governance Manager | HR & OD |
| GDPR refresher training to be carried out. | In progress. This is underway and has been cascaded via line managers | Regeneration |
| Review of Performance measures for 2021/22 reporting | Complete. New indicators introduced for customer resolution and digital uptake and ICT uptime. Data quality is being reviewed to improve ICT uptime. | Digital and Transformation |
| Carry out a review of risk management arrangements for the shared ICT service | In progress. A detailed review is outstanding but operational and strategic risk registers are in place and risks are reviewed at the IT Steering Group/IT Partnership Board by exception | Digital and Transformation |
| Shared Legal Service Partnership Agreement to be updated to reflect GDPR requirements | Postponed. The Partnership agreement to be updated when the supporting SLA is updated in January 2022. To ensure GDPR compliance, a Record of Data Processing form is completed for each file opened by Legal Services. | Shared Legal Service |
| 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. | In progress. This has been delayed due to staff working from home due to Covid. Work to review the documentation will be resuming soon now that staff are returning to the office. | Shared Legal Service |

| Principle G – Implementing good practice in transparency | | |
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| Update Local Land Assets information on the Council's Data Transparency Code page once the information required to do this is available | In progress. The Data Manager is now in post to review the Asset Management system. A decision to be taken over the next few months as to whether the current system is fit for purpose. | Finance & Estates |
| Ensure the Implementation of the audit recommendations arising from the February 2021 audit of PCI/DSS Compliance: | In progress. Further work is required to move towards compliance. In the meantime, operatives no longer accept telephone payments unless under exceptional circumstances | Finance & Estates/ Digital and Transformation |
| Salary information provided on the Data Transparency page of the Council's website to be reviewed in line with the requirements of the Data Transparency Code. | In progress. Organisation chart containing salary information has been updated on the Council's website in line with the requirements of the Code. Salary information is published in the Annual Accounts. | HR & OD |