ESSENTIAL REFERENCE PAPER 'C' CUSTOMER AND FINANCE AND NEIGHBOURHOOD COMMUNITY SUPPORT SERVICES SERVICES **SERVICES** PLANNING AND BUILDING STRATEGIC FINANCE ENVIRONMENTAL SERVICES & BUSINESS DEVELOPMENT CONTROL Technical accountancy Management accountancy Environmental Inspection Pest Control, Animal Services Performance Planning policy Treasury Management Economic Development Asset and property investmen Graduate Programme **Building Control** HUMAN RESOURCES & OD COMMUNITY SAFETY & Leisure services Policy development HEALTH INFORMATION & PARKING Strategy and contract Payroll Customer Services & insight Training FOI, Data protection Parking & Web Team Licensing IN HOUSE Emergency Planning Organisational development Land drainage and engineering Private Sector Housing, HMOs (delivered by DEMOCRATIC & LEGAL Parks and Open Spaces council officers) COMMUNICATIONS, ENGAGEMENT & CULTURE Strategy and policy, custome Committee support services, contract Elections HOUSING SERVICES management Consultation & Engagement Legal Housing advice and Landscape and Arboriculture Land charges Communications Housing register **GOVERNANCE & RISK** Sports and Arts Development Affordable housing development Waste and recycling MANAGEMENT Equalities, Safeguarding Strategy and policy, custome services, contract Risk Management Proguremen Insurance, Health & Safety management, commercial, clinical and bulky waste Exchequer services Shared Internal Audit ICT (Shared service with (shared service with 6 SHARED SERVICE other authorities) Clinical waste and street (delivered in conjunction with agreement with N Herts another organisation through formal **REVENUES AND** DC) Shared Anti-fraud Service agreement/ delegated responsibilities) (shared service with 6 other (Shared service with Stevenage) Contract with SLM Ltd Contracts for waste Contract with Affinty CONTRACTED/ Contract with NSL to Water to risk assess Land drainage SLA with Citizens Centres and 3 joint (Veolia main contractor deliver on street private water contract Advice Bureau to COMMISSIONED use pools Parking supplies deliver deht Various SLAs with Enforcemen **SERVICE** different companies for Debt enforcement Stock Transfer Contract with Redcom SLA with East Herts Agreement with (jointly with St. Albans Citizens Advice (delivered by a third party Multiple contracts to Multiple contracts Riversmead Contract with DC) for Abandoned undertake grounds Contract with BSTC with Osboure Housing with Housing through a contract WENTA to deliver vehicles maintenance (John to deliver Bishops Stortford market Richardson to Association and Association's to **Business Advice** O'Connor the largest undertake some and/ or SLA) Circle Housing provide access to and support Trust . affordable homes Papworth Trust SLA with BSTC to commissioned to delive Public Health and Partnership (pooled SI A with Council for home improvements and deliver town centre **District Offer** PARTNERSHIP/ monies with HCC and Voluntary Services energy efficiency improvement ooled monies with HCC) other districts) **COLLABORATION** SLA with Central London Stansted (informal agreement to deliver, Herts Sustainability Local Enterprise Various agreements to Cambridge Corridor Crossroads (partnership Beds to support Forum (pooled monies Partnership (East for dementia friendly **Public Protection** sometimes underpinned by SLA) Consortium (East with HCC and other Herts represented) transport Herts represented) districts) air quality, noise)