

Revenues and Benefits Shared Service Service Plan 2013/14

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
Corporate Priority: People						
Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute						
Deliver strong and relevant services						
13-RB01	Deliver Excellent customer service	Service Provider / Commissioner / Manager	Target: Recommend a customer charter to the Joint Committee by October 2013. Outcome: Customer satisfaction levels sustained Critical Success Factors: Smooth assimilation into shared service. Environmental Impacts: None.	01 October 2013	Head of Revenues & Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc
13-RB02	Assess the relevancy of the performance management information for the service, with a view to determine a set of measures that support the shared service, as well as meeting the Council's priorities	Service Provider / Commissioner / Manager Partner	Target: Assessment completed and a set of performance measures proposed. Outcome: SMART set of performance measures that are fit for purpose and relevant to support both the shared service and East Herts priorities. Critical Success Factors: Systems in place to collect data, support of shared service provider. Environmental Impacts: None identified.	30 September 2013	Head of Revenues and Benefits in conjunction with the Corporate Planning and Performance Manager	Financial Support Services and Performance
Corporate Priority: Prosperity						
Strapline: Improving the economic and social opportunities available to our communities						
Deliver value for money						
13-RB03	Introduce the Local Council Tax Support Scheme (CTS)	Service Provider / Commissioner / Manager	Target: To ensure the administration of the CTS systems is effective during 2013, and to identify any revisions for a scheme in 14-15. Outcome: Customer satisfaction levels sustained. Critical Success Factors: Smooth assimilation into shared service. Environmental Impacts: None.	31 March 2014	Head of Revenues & Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc
13-RB04	Introduce the changes to the National Non domestic Rates scheme	Service Provider / Commissioner / Manager	Target: To ensure that the administration of the scheme is effective and that appropriate monitoring information is made available to inform the council of its exposure. Outcome: Customer satisfaction levels sustained Critical Success Factors: Smooth assimilation into shared service. Environmental Impacts: None.	31 March 2014	Head of Revenues & Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc
13-RB05	Introduce the changes to the Benefits systems as a result of Welfare reforms	Service Provider / Commissioner / Manager	Target: To ensure the changes to the benefits scheme are administered effectively and efficiently. Outcome: Customer satisfaction levels sustained Critical Success Factors: Smooth assimilation into shared service. Environmental Impacts: None.	31 March 2014	Head of Revenues & Benefits Shared Service	The service is very dependent on IT and it is essential that they are involved in the service to carry out required enhancements etc

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Corporate Priority: People Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute						
Deliver strong and relevant services						
13-PBC01	DC - Effective management of large scale development proposals - during the 2013/14 year to include proposals for development at Bishop's Stortford North	Enabler Community Leadership Influencer Service Provider / Commissioner / Manager	Target: Appropriate decisions made at all relevant stages Outcome: Acceptable development permitted to proceed Critical Success Factors: Staff skills and availability Environmental Impacts: New development	31 March 2014	Head of Planning and Building Control and Development Control Manager	Housing, Leisure and Community services
Corporate Priority: Place Strapline: Safe and Clean						
Ensure future development meets the need of the district and its residents						
13-PBC02	Planning Policy - production of and consultation on District Plan strategy	Community Leadership Influencer Enabler	Target: Consultation version available April 2013 Outcome: Robust development strategy for district Critical Success Factors: Staff skills and availability Environmental Impacts: Shaping of future built environment of district	31 December 2013	Head of Planning and Building Control and Planning Policy Manager	None
13-PBC03	Conservation - programme of conservation area assessment work	Community Leadership Influencer	Target: Completion of further programme of conservation area assessment work Outcome: Conservation area assessments Critical Success Factors: Appropriate professional input, consultation and Member support Environmental Impacts: Further understanding of quality and value of built environment	31 March 2014	Head of Planning and Building Control and Conservation Officer	None
Corporate Priority: Prosperity Strapline: Improving the economic and social opportunities available to our communities						
Deliver value for money						
13-PBC04	DC and BC - procurement process for replacement IT systems	Service Provider / Commissioner / Manager	Target: Replacement and updated software for both service areas Outcome: More resilient and customer focussed service Critical Success Factors: Cost of software and implementation process Environmental Impacts: Increased customer self-service	31 March 2014	Head of Planning and Building Control and service area managers	None
13-PBC05	BC - consideration of service delivery methods - possible mutual arrangement	Service Provider / Commissioner / Manager	Target: Future method of service delivery established Outcome: Efficient service delivery Critical Success Factors: Fully assessed potential scope of business Environmental Impacts: Maintaining safe and healthy built environment	30 June 2013	Head of Planning and Building Control and BC Manager	None

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<p>Corporate Priority: People Strap line: Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>Deliver strong and relevant services</p>						
13-IPCS01	Website Action Plan	Service Provider / Commissioner / Manager Enabler	<p>Target: Delivery of Action Plan approved by Corporate Management Team 13th November 2012</p> <p>Outcome: Enhanced and more usable website, user focused, with Socitm good rating maintained, website with content ordered to reflect customer need, positive satisfaction via GovMetric and positive comments via user survey</p> <p>Critical Success Factors: Web team resource and support from services, That Information Management restructure is progressed with appropriate resources to undertake FOI, DP and EIR requirements.</p> <p>Environmental Impacts: Positive, reduction in paper processes, promoting electronic access and storage of information.</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact all managers, will need to have arrangements in place to evaluate, monitor, prioritise information and web enabled services based on customer need and use supported by the web team.
13-IPCS02	Data Protection Action Plan	Service Provider / Commissioner / Manager Enabler	<p>Target: Delivery of Action Plan approved by Corporate Management Team 27th November 2012</p> <p>Outcome: Delivery of Service Data Protection Risk Assessments, Action plans and local training. Completion of the Council's Information Security Policies.</p> <p>Critical Success Factors: Appropriate resourcing of the Data protection Compliance officer role, support from all service managers and positive action taken in their services.</p> <p>Environmental Impacts: n/a</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact all managers, will need to have arrangements in place to evaluate, monitor and reduce the data protection risks within business areas supported by the Data Protection Compliance Officer.
13-IPCS03	Further simplification of information publication and freedom of information self-service	Service Provider / Commissioner / Manager Enabler	<p>Target: Satisfy 20% of information searches on the web by the website.</p> <p>Outcome: Establishment of East Herts Council information 'Home Page' with self-service links, support and content</p> <p>Critical Success Factors: Web team resource and support from services to provide more user friendly publications scheme information.</p> <p>Environmental Impacts: Positive, reduction in paper processes, promoting electronic access and storage of information.</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact all managers in ensuring their requirements under the Publication Scheme are met.

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13-IPCS04	Council Customer Service Strategy	Service Provider / Commissioner / Manager Enabler	<p>Target: Delivery of approved Customer Service Strategy in 2014</p> <p>Outcome: Re-focussing of service development priorities based on customer use, need and requirements. Establishing the principle of digital by choice and universal access for all in all service design and improvements.</p> <p>Critical Success Factors: Resource time of Head of Service, support from other services, consultation resources to engage with members and customers.</p> <p>Environmental Impacts: Positive, focus on digital by choice design and universal access for all customers to reduce reliance on less efficient methods of service delivery where appropriate to do so.</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact all services through consultation and prioritisation of self-service and universal access.
13-IPCS05	Review of Customer Relationship Management System	Service Provider / Commissioner / Manager	<p>Target: To establish the cost effectiveness of the Council's CRM system and evaluate alternative technology options to provide better customer service.</p> <p>Outcome: A commitment to the existing CRM or a business case for change for ITSG.</p> <p>Critical Success Factors: IT development team resources</p> <p>Environmental Impacts: Positive, will focus on efficient electronic service design.</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact IT development team in assessing current processes, evaluation of use, compilation of specification and market assessment of alternative options.
13-IPCS06	Enhanced Self-Service Telephony Systems	Service Provider / Commissioner / Manager	<p>Target: To fully implement the voice recognition system for external callers</p> <p>Outcome: More efficient and accessible call handling.</p> <p>Critical Success Factors: Simplification and stability of IT network and call routing, upgrades (outstanding) to the telephone system and service engagement in reviewing call flows.</p> <p>Environmental Impacts: Positive, reduction in paper processes, promoting electronic access to information.</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact IT as required call routing, call flows and data infrastructure a pre-requisite for go live.
13-IPCS07	Welfare Reform Enquiry Management	Service Provider / Commissioner / Manager Enabler	<p>Target: Implement operational arrangements to manage increased enquiries during 2013/14.</p> <p>Outcome: To achieve an average of 80% calls answered in 20 seconds and that face to face customer satisfaction is maintained at 78% rate as good.</p> <p>Critical Success Factors: Additional resources provided to Revs and Bens, Revs and Bens and Housing engage with CS to look at ways of handling low level enquiries.</p> <p>Environmental Impacts: n/a</p>	31 March 2014	Head of Information, Parking and Customer Services	Will impact and be dependent upon Housing and Revenues and Benefits Services.
13-IPCS08	Self-Service Parking Permits	Service Provider / Commissioner / Manager	<p>Target: Residents in controlled permit zones will no longer be required to always visit Council Offices in normal opening hours to purchase their permits.</p> <p>Outcome: 50% of permit transactions delivered on-line</p> <p>Critical Success Factors: IT and contractor interfaces, contractor IT capability.</p> <p>Environmental Impacts: Positive, efficient electronic service design.</p>	31 August 2013	Head of Information, Parking and Customer Services	Solution delivered by contractor in association with development work by IT.

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Corporate Priority: Place Strap line: Safe and Clean						
Maintain our clean streets and reduce litter						
13-IPCS09	Mobile Parking Enforcement	Influencer	Target: Cost effective enforcement of non-compliance hot spots implemented in line with approved council policy and operational within Q1 Outcome: Increased compliance with parking restrictions in line with approved Council policy Critical Success Factors: Contractor delivery to specification. Environmental Impacts: n/a	31 August 2013	Head of Information, Parking and Customer Services	Solution delivered by contractor
13-IPCS10	Vehicle Removals	Influencer	Target: Cost effective operation of vehicle removal in respect of motorists in persistent contravention Outcome: Increased compliance and reduction in level of persistent evasion. Critical Success Factors: Delivery of efficient service by contractor Environmental Impacts: n/a	31 August 2013	Head of Information, Parking and Customer Services	Solution delivered by contractor
Corporate Priority: Prosperity Strap line: Improving the economic and social opportunities available to our communities						
Enhance the economic well being of East Herts						
13-IPCS11	Grange Paddocks Project	Enabler Influencer	Target: Increased use of car park on the outskirts of town, motorists benefitting from lower long stay rates, successful use of Link and Northgate End for short term stays, encouraging more shopping/visits to the town. Outcome: Occupancy levels in grange Paddocks long stay increase creating capacity for short stay closer to the town as measured by changes in ticket issue and occupancy counts. Critical Success Factors: Successful implementation of Traffic Regulation Orders, consistency in pricing policy, stability in availability of parking (Council and non-Council). Environmental Impacts: n/a	31 August 2013	Head of Information, Parking and Customer Services	Within existing service resources, working with colleagues in Environmental Services
13-IPCS12	Car Park Fees and Charges	Influencer Enabler	Target: Maintenance of car parking income whilst encouraging the use of businesses in our towns. Outcome: Delivery of budgeted income, positive feedback from motorists and businesses regarding the impact of charging policies. Critical Success Factors: The retail offers in our towns remain competitive, effective communication and promotion of policies. Environmental Impacts: n/a	31 August 2013	Head of Information, Parking and Customer Services	Accountancy support on budgetary implications

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<p>Corporate Priority: People Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>Deliver strong and relevant services</p>						
13-ICT01	Develop formal shared services proposals for ICT services	Partner	<p>Target: Project Plan timescales met for 2013 Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services. Critical Success Factors: Support from other services and partner Environmental Impacts: To be considered as part of the business plan</p>	Detailed business case TBC 2013 Implementation date TBC 2013	Head of People, ICT and Property Services	Actions will impact on support services provided by ICT to other services areas and partner
13-ICT02	Develop proposals to take forward infrastructure (data centre) improvement as part of the formal shared services proposals	Partner	<p>Target: Project Plan timescales met for 2013 Outcome: Improved resilience and economy, efficiency and effectiveness of ICT Services. Critical Success Factors: Support from other services and partner Environmental Impacts: To be considered as part of the project plan</p>	30 June 2013	Head of People, ICT and Property Services	Actions will impact on support services provided by ICT to other services areas and partner
13-ICT03	Delivery of ICT Technical Support plan 2013/14	Service Provider / Commissioner / Manager	<p>Target: Delivery of the technical support plan 2013/14 within agreed priorities, timescales and budget Outcome: Improved efficiency and effectiveness of ICT services Critical Success Factors: Shared services project plan and agreed priorities by ITSG Environmental Impacts: Environmental issues taken into consideration as part of each priority action</p>	31 March 2014	Head of People, ICT and Property Services	Actions will impact on support services provided by ICT to other services areas and partner
13-ICT04	Delivery of ICT Development plan 2013/14	Service Provider / Commissioner / Manager	<p>Target: Delivery of the development plan 2013/14 within agreed priorities, timescales and budget Outcome: Improved efficiency and effectiveness of services Critical Success Factors: Shared services project plan and agreed priorities by ITSG Environmental Impacts: Environmental issues taken into consideration as part of each priority action and PID submission</p>	31 March 2014	Head of People, ICT and Property Services	Actions will impact on services and customers

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<p>Corporate Priority: People Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>Improve outcomes for vulnerable families and individuals</p>						
13-H01	Provide young person supported accommodation in Hertford	Partner Enabler Influencer	<p>Target: Completion due September 2013</p> <p>Outcome: Provision of 14 flats to provide more appropriate supported accommodation for 28 Young people than is currently available. Therefore increased life chances for young people in East Herts who are homeless.</p> <p>Critical Success Factors: Currently on site. Delay in building works for example due to weather of funding issues.</p> <p>Environmental Impacts: CO2 emissions increased due to impact of building works, lorries etc but mitigated sustainability code.</p>	30 September 2013	Housing Development Officer	None
13-H02	Develop and publish a new Homeless and Homeless Prevention Strategy	Community Leadership	<p>Target: Obtain member approval for a new strategy following internal and external stakeholder consultation</p> <p>Outcome: Strategy approved and published. Action Plan actions implemented to provide for service improvements.</p> <p>Critical Success Factors: Engagement and support of partners</p> <p>Environmental Impacts: None</p>	31 August 2013	Manager Housing Services	None
13-H03	Implementation of revised Housing Register and Allocations Policy	Community Leadership	<p>Target: Existing and new Housing Register applicants assessed against the new policy</p> <p>Outcome: Implement the agreed revised Housing Register Policy for all existing and new applicants so that meet best practice and government legislation.</p> <p>Critical Success Factors: Policy agreed by members, staff time updating all applications, updating the database to record applicants details</p> <p>Environmental Impacts: Writing to all applicants on the housing register and asking them to update their details. Try to m mitigate by doing it online as much as possible.</p>	31 December 2013	Manager Housing Services	IT - but primarily through LOCATA the software supplier as web based software.
13-H04	Facilitate, support and maximise the provision of additional appropriate affordable housing in partnership with Developers and registered providers.	Partner Enabler Influencer	<p>Target: 200 new affordable homes.</p> <p>Outcome: Additional 200 new affordable homes for East Herts housing register applicants. Maintain level of homelessness as can house more households from the register earlier rather than in crisis.</p> <p>Critical Success Factors: Number of new private homes being developed that have affordable homes obligations, the council's Planning Policies that specify the obligation requirements, the Economy</p> <p>Environmental Impacts: Increased CO2 emissions from building works but mitigated by Code for Sustainable Homes Requirements.</p>	31 December 2013	Housing Development Officer	Planning/Building Control and Planning Policy

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Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer
13-H05	Hold 3 Housing Forums per year with housing stakeholders	Partner Enabler Influencer	<p>Target: Hold 3 Housing Forums a year</p> <p>Outcome: Improved engagement, information exchange and networking opportunities with housing partners both for the Council and between our external partners.</p> <p>Critical Success Factors: Adequate internal staff resources and engagement from partners</p> <p>Environmental Impacts: None</p>	31 December 2013	Housing Development Officer
					Planning Policy Team

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Corporate Priority: People						
Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute						
Deliver strong and relevant services						
13-HR01	To support the delivery of a three year People Strategy 2009-2012 (to cover 2013)	Service Provider / Commissioner / Manager	<p>Target: 'Making East Herts Council a great place to work' through the delivery of the actions identified in the Council's People Strategy and through actions identified in the service plan 2011/12.</p> <p>Outcomes: Measures identified are HR management target agreed by HR Committee, as detailed in the service plan, Staff Survey and achievement of the corporate objectives.</p> <p>Critical Success Factors: Council to contribute to the successful delivery of the People Strategy.</p> <p>Environmental Impact: N/A</p>	31 March 2014	Head of People, ICT and Property Services	This action impacts on the whole Council and service areas
13-HR02	To support the shared services programme	Partner	<p>Target: Project Plan timescales met for 2013/14.</p> <p>Outcome: Improved resilience and economy, efficiency and effectiveness of services.</p> <p>Critical Success Factors: Support from other services and partner(s)</p> <p>Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	Action will impact on all support services provided to other service areas and Partner(s)
13-HR03	Recruitment Services	Service Provider / Commissioner / Manager	<p>Target: To bring permanent and temporary recruitment services in-house</p> <p>Outcome: Improved, efficient, value for money recruitment service</p> <p>Critical Success Factors: Outcomes of recruitment service to be monitored on a monthly basis and annual report to be produced.</p> <p>Environmental Impacts: None</p>	April 2013 launch new service. Annual report July 2013	Head of People, ICT and Property Services	Action will impact on all services that need to recruit
13-HR04	Payroll and HR System	Service Provider / Commissioner / Manager	<p>Target: Transfer to Wealden system SBC to ensure RTI compliant and improve resilience and informal sharing between EHC and SBC payroll services</p> <p>Outcome: Improved, efficient, value for money system</p> <p>Critical Success Factors: Project plan completed April 2014 and successful running of payroll on a monthly basis</p> <p>Environmental Impacts: None</p>	April 2013 launch new system. April 2013 payroll to run on new system.	Head of People, ICT and Property Services	Action will impact on all employees, councillors who are paid through payroll
13-HR05	Equal pay Audit	Service Provider / Commissioner / Manager	<p>Target: To complete an Equal pay audit 2013</p> <p>Outcome: To meet guidance and ensure compliance with Equality Act 2010</p> <p>Critical Success Factors: Completed in 2013. Last review completed November 2011.</p> <p>Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	The review will cover all employee and recommendations may affect staff

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Corporate Priority: Prosperity						
Strapline: Improving the economic and social opportunities available to our communities						
Deliver value for money						
13-HR06	To support the shared services programme	Partner	Target: Project Plan timescales met for 2013/14. Outcome: Improved resilience and economy, efficiency and effectiveness of services. Critical Success Factors: Support from other services and partner(s) Environmental Impacts: None	31 March 2014	Head of People, ICT and Property Services	Action will impact on all support services provided to other service areas and Partner(s)

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<p>Corporate Priority: People Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute</p> <p>Improve outcomes for vulnerable families and individuals</p>						
13-FSSP01	Accountancy support for the Revenues & Benefits shared service	Service Provider / Commissioner / Manager Partner	<p>Target: Provide accounting information in line with the shared service and external reporting requirements Outcome: Unqualified accounts for partner organisations, timely management information to Board Critical Success Factors: Availability of key accountancy resources and agreement of funding arrangements between partner organisations Environmental Impacts: None identified</p>	Monthly management information. Year end accounts in line with statutory reporting (June and Sept 2013)	Principal Accountant	Head of Revenues and Benefits, Chief Finance Officers of Partner organisations. Head of Finance SBC.
<p>Deliver strong and relevant services</p>						
13-FSSP02	Support the Head of Revenues and Benefits to assess the performance management information for the service, with a view to determine a set of measures that support the shared service as well meets the Council's priorities	Service Provider / Commissioner / Manager Partner	<p>Target: Assessment completed and a set of performance measures proposed. Outcome: SMART set of performance measures that are fit for purpose and relevant to support both the shared service and East Herts priorities. Critical Success Factors: Systems in place to collect data, support of shared service provider. Environmental Impacts: None identified.</p>	30 September 2013	Corporate Planning and Performance Manager in conjunction with the Head of Revenues and Benefits	Revenues and Benefits
13-FSSP03	Co-ordinate and monitor the Council's implementation plan following the outcome of the LGA Peer Challenge	Service Provider / Commissioner / Manager	<p>Target: Implementation plan approved and published. Plan actions implemented to provide for improvements. Outcome: Improved customer service (measured through GovMetric), improved staff satisfaction (measured through the staff survey), improved residents satisfaction (measured through the residents survey) Critical Success Factors: Sufficient resources to support delivery of implementation plan. Environmental Impacts: None identified</p>	Monitored six monthly	Corporate Planning and Performance Manager	Senior Management Group

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Corporate Priority: Prosperity						
Strapline: Improving the economic and social opportunities available to our communities						
Deliver value for money						
13-FSSP04	Review the effectiveness of unit cost measures	Service Provider / Commissioner / Manager	Target: 2012/13 unit cost measures produced by August 2013 for reporting to Committees from September 2013, along with a report on their effectiveness. Outcome: SMART unit cost measures. Critical Success Factors: Availability of key staff resources, corporate input in a timely manner Environmental Impacts: None identified	30 September 2013	Corporate Planning and Performance Manager	All Heads of Service to meet deadlines in line with the process and respond to requests for information in a timely fashion.
13-FSSP05	Complete implementation and rollout of financial system upgrade.	Service Provider / Commissioner / Manager Partner	Target: Implementation plan completed and all users active. Outcome: Continued control of the Council's finances and provision of financial information in line with statutory (S151) requirements. Critical Success Factors: Availability of key accountancy resources, IT staff input and external consultancy support. Environmental Impacts: None identified.	31 August 2013	Accountancy Manager	IT resources available to support the process. Training needed for staff across the authority.
13-FSSP06	Production of 2012/13 (IFRS) compliant annual accounts, having regard to the 2012 code	Service Provider / Commissioner / Manager	Target: Produce 2012/13 accounts in line with statutory timescales Outcome: Unqualified external audit report Critical Success Factors: Availability of key staff resources, corporate input in a timely manner Environmental Impacts: None identified	30 June 2013 and 30 September 2013	Head of Financial Support Services (FSS) / Accountancy Manager	All Heads of Service to meet deadlines in line with the closure of accounts process and respond to requests for information in a timely fashion.
Deliver sustainable rural business growth						
13-FSSP07	Support for Rural Development Project in Council's role as accountable body	Service Provider / Commissioner / Manager Partner	Target: Meet financial objectives Outcome: Funding stream secured Critical Success Factors: Availability of staff resources and support processes Environmental Impacts: TBA	31 March 2014	Principal Accountant	Accountancy role is in support of the Rural Development Project being led by the Customer and Community Services Team

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13-FMEM01	To launch new Facilities Management helpdesk facility	Service Provider / Commissioner / Manager	<p>Target: Launch of new Facilities Management helpdesk facility Outcome: Improved service, resilience, identifying trends, reports on monthly service statistics Critical Success Factors: Support from ICT on installation of software Environmental Impacts: None</p>	30 June 2013	Head of People, ICT and Property Services	ICT support needed
13-FMEM02	Continue to jointly procure cleaning services	Partner Service Provider / Commissioner / Manager	<p>Target: Improved service, savings, informal sharing and alignment of services Outcome: More efficient, value for money cleaning contract Critical Success Factors: Joint procurement with other authorities and supported by procurement Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	Joint procurement
13-FMEM03	Continue to consider joint procurement of compliance services	Partner Service Provider / Commissioner / Manager	<p>Target: Improved service, savings, informal sharing and alignment of services Outcome: More efficient, value for money compliance contract Critical Success Factors: Joint procurement with other authorities and supported by procurement Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	Joint procurement
13-FMEM04	Review the other facilities management contracts and agree timescales and outcomes /savings targets for joint procurement where appropriate	Partner Service Provider / Commissioner / Manager	<p>Target: Improved service, savings, informal sharing and alignment of services Outcome: More efficient, value for money contracts Critical Success Factors: Joint procurement with other authorities and supported by procurement Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	Joint procurement
13-FMEM05	Review formal shared services option for Facilities Management	Partner	<p>Target: Improved service, savings, formal sharing, resilience Outcome: Formal shared services for Facilities Management service Critical Success Factors: Partner with Stevenage Borough Council Environmental Impacts: None</p>	31 March 2014	Head of People, ICT and Property Services	Partnership with Stevenage Borough Council

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**Corporate Priority: Place
Strapline: Safe and Clean**

Ensure future development meets the need of the district and its residents

13-FMEM06	Implement and action Estates Strategy and Plan 2013/14	Influencer Service Provider / Commissioner / Manager	Target: New estates strategy plan 2013/14 implemented. Outcome: Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation Critical Success Factors: Staff resources Environmental Impacts: As set out in the strategy	31 March 2014	Head of People, ICT and Property Services	With approved resources and budget
13-FMEM07	To implement 2013-14 Capital Programme schemes on time and within budget	Influencer Service Provider / Commissioner / Manager	Target: To implement all approved Capital Schemes for 2013/14 Outcome: Refurbishment and maintenance of current East Herts premises and assets, which in some instances will also ensure compliance with associated Building and Health and Safety Legislation Critical Success Factors: Receiving bids that are within budget and obtaining timely approval from our clients to proceed as planned. proactive use of resources allocated to ensure delivery of priority work. Contractor availability and performance; and availability of materials, plant & equipment Environmental Impacts: Secure reduction to C02 as per specific objectives of individual projects.	31 March 2014	Head of People, ICT and Property Services	Within approved budgets

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Strapline: Fair and accessible services for those that use them and opportunities for everyone to contribute						
Reduce health inequalities, for example, by addressing obesity, smoking and physical inactivity						
13-ES01	Review approach to ensuring that that Council's Leisure Centres are maintained to a high standard, protecting the Council's assets for the future and meeting customers expectations	Service Provider / Commissioner / Manager	<p>Target: Review and implement inspection and maintenance arrangements in consultation with the contractor. Work with Facilities Management to commission 10 year asset review.</p> <p>Outcome: Council's leisure centre asset maintained to the required standard. Capital replacement costs controlled</p> <p>Critical Success Factors: Support from contractor and Facilities team</p> <p>Environmental Impacts: Managing the Council's buildings and plant effectively will result in energy efficiency and reductions in carbon emissions</p>	31 March 2014	Leisure Services Manager	Facilities Management Team
13-ES02	Develop a strategy to show how the Council's objectives for health and wellbeing will be delivered through the Leisure Services contract	Service Provider / Commissioner / Manager	<p>Target: objectives and outcomes documented in reports to Scrutiny Committee</p> <p>Outcome: Clear link showing how strategic objectives are delivered through contractor and services are modified to meet them</p> <p>Critical Success Factors: Support from Leisure Contractor</p> <p>Environmental Impacts: Energy efficiency and sustainability objectives delivered</p>	31 March 2014	Leisure Services Manager	Community Engagement Team; Environmental Health Service
13-ES03	Work with the Leisure Contractor to identify opportunities for financial and environmental efficiencies.	Service Provider / Commissioner / Manager	<p>Target: Identify opportunities for joint invest to save projects which deliver energy efficiency objectives</p> <p>Outcome: Financial and energy savings to the council long term</p> <p>Critical Success Factors: Support from Leisure Contractor</p> <p>Environmental Impacts: Energy and carbon emissions savings</p>	31 March 2014	Leisure Services Manager	Facilities Management Team; Accountancy Services
13-ES04	Develop and deliver a programme to capture customer usage information from the key open spaces to help target resources	Service Provider / Commissioner / Manager	<p>Target: Programme developed and implemented</p> <p>Outcome: Obtain information to direct and target future resources within Parks and Open Spaces. Build on the success of 'Friends of' groups by considering how community involvement can be developed in the future.</p> <p>Critical Success Factors: Staff resources; involvement of key partners (e.g. CMS; Friends Groups)</p> <p>Environmental Impacts: Maintain and improve upon standards of maintenance in open spaces within limited available resources</p>	30 December 2013	Environment Manager - Open Spaces	Communications Team

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:

**Corporate Priority: Place
Strapline: Safe and Clean**

Reduce residual waste and increase our recycling rate

13-ES05	Implement collection solution to remove card from the organic waste stream, with attendant publicity, delivery of infrastructure, changes to collection routines etc.	Service Provider / Commissioner / Manager	Target: Card removed from the brown bin Outcome: Service changes introduced smoothly, on time and within budget. Critical Success Factors: Funding, contractor cooperation. Environmental Benefits: Increased recycling, amount of card in organic waste reduced to manageable levels.	30 November 2013	Waste Service Manager	Communications Team, Web Team
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Note - Removal of card from the organic stream is a major project and if approved by the Council actions ES07 & ES10 will not be delivered

13-ES06	Work with the Herts Waste Partnership (Waste Aware) to promote food waste minimisation to increase awareness of cost of wasting food and preferred disposal options, i.e. organic waste bin, home composting.	Service Provider / Commissioner / Manager	Target: Campaign delivered Outcome: Increase in food waste being composted, reduction of food waste to landfill. Critical Success Factors: Staff resource. Environmental Benefits: Increased composting of food waste. Decrease in landfill.	31 March 2013	Waste Service Manager	Communications Team, Web Team
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13-ES07	Develop and deliver campaigns to promote recycling of waste electrical equipment and textiles	Service Provider / Commissioner / Manager	Target: Campaign delivered Outcome: Reduced disposal to landfill, increase in WEEE and textiles reuse/recycling Critical Success Factors: Support from contracts and partners Environmental Impacts: Reduction in disposal. Increase in WEEE and textile recycling	31 December 2013	Waste Service Manager	Communications Team, Web Team
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13-ES08	Reduce recycling contamination at communal properties through fitting aperture lids where necessary.	Service Provider / Commissioner / Manager	Target: Project implemented Outcome: Reduced disposal, increased recycling and income. Reduced contract costs. Critical Success Factors: Funding; cooperation of contractor. Environmental Benefits: Increased recycling, decreased disposal.	31 March 2014	Waste Service Manager	
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Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
13-ES09	Promote use of paper caddy liners. Evaluate the potential for setting up direct purchasing facilities	Service Provider / Commissioner / Manager	Target: Campaign delivered. Direct purchasing arrangements evaluated and delivered if viable. Outcome: Increase food waste composted. Critical Success Factors: Public take up. Environmental Benefits: Reduced landfill, increased food waste composting.	31 March 2014	Waste Service Manager	Communications Team, Web Team
13-ES10	Research and report on the viability of obtaining sponsorship for recycling incentives	Service Provider / Commissioner / Manager	Target: Report assessing business case Outcome: Provide report on viability of sponsorship, levels and form of incentives. Critical Success Factors: Possibility of sufficient sponsorship. Environmental Benefits: Increased recycling if sponsorship obtained and incentives introduced.	31 March 2014	Waste Service Manager	Communications Team, Web Team
13-ES11	Establish pattern for programme of improvements to Local Environmental quality, identifying specific areas and working on multi agency basis to bring about visual improvement.	Service Provider / Commissioner / Manager	Target: 31 March 2014. Outcome: Improve visual amenity of one area whilst establishing a transferrable pattern for others. Critical Success Factors: Multi agency cooperation. Environmental Benefits: Cleaner, less cluttered streets.	31 March 2014	Environmental Inspection Team Manager / Waste Services Manager	Communications Team, Web Team
Corporate Priority: Place Strapline: Safe and Clean						
Maintain our clean streets and reduce litter						
13-ES12	Gain silver RSPCA footprint for stray dogs, working with partners to educate owners regarding micro-chipping and responsible dog ownership	Service Provider / Commissioner / Manager	Target: Achieve RSPCA Accreditation Outcome: Reduce the number of stray dogs and return them to owner more quickly; Reduce the level of re-homing. Critical Success Factors: Support from partners, e.g. housing associations; staff time Environmental Impacts: Reduced dog fouling; improved responsible dog ownership	30 December 2013	Environmental Inspection Team Manager	

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
13-ES13	Carry out stage 2 of anti-littering campaign mainly focusing on enforcement and publicity raising awareness of the penalties	Influencer	<p>Target: 30 businesses signed up to Tidy Business scheme; utilise anti-litter signage appropriately on at least 4 further hot spot locations. Undertake at least 2 further publicity events / road shows</p> <p>Outcome: Increase awareness of littering offences. Enlist support of local businesses. Increase the number of environmental enforcement actions undertaken in 2013</p> <p>Critical Success Factors: Staff resources, support from businesses and partners.</p> <p>Environmental Impacts: Reduce littering, particularly fast food and smoking related litter.</p>	31 March 2014	Environmental Inspection Team Manager	Communications Team, Web Team
13-ES14	Review of Environmental Crime enforcement procedures.	Service Provider / Commissioner / Manager	<p>Target: Completed review of all environmental crime enforcement procedures and increased public knowledge of environmental crime.</p> <p>Outcome: Review Environmental Crime Policies to ensure they are up to date. Improved service and customer knowledge of Environmental Crime and enforcement procedures via publicity, website improvements and customer service training.</p> <p>Critical Success Factors: Staff resources, Web and IT support. Support of external partners. Member support. Government implementing planned changes to Anti-social Behaviour legislation.</p> <p>Environmental Impacts: Reduction in Environmental Crime across the District.</p>	30 December 2013	Environmental Inspection Team Manager	Communications Team. Community Protection and Licensing. Legal Services. Web Admin.
<p>Corporate Priority: Place Strapline: Safe and Clean</p> <p>Maintain our parks, play areas and open spaces</p>						
13-ES15	Support the Council's objectives for leisure and health promotion through organised events in public open spaces	Service Provider / Commissioner / Manager	<p>Target: At least two (2) hosted events.</p> <p>Outcome: Involvement of the local community with activities within the parks and open spaces of East Herts. Raise long term public satisfaction and community engagement. Encourage participation in outdoor sports and healthier lifestyles.</p> <p>Critical Success Factors: Staff and financial resources. Support from Leisure Services, Environmental Health and Countryside Management Service. Support from the local community and Members.</p> <p>Environmental Impacts: Increasing the community ownership and use of open spaces will assist with the recording of biodiversity information and through potential Friends of Groups lead to improvement of wildlife habitats</p>	30 December 2013	Environment Manager - Open Spaces	Staff resources and input from Environmental Health, Communications Team, Web Team and DTP. Support and input from external partners such as Countryside Management Service.

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
13-ES16	Undertake public consultation on the Draft Parks and Open Spaces Strategy and Action Plan, following approval in early in 2013	Service Provider / Commissioner / Manager	<p>Target: Review of Strategy started in April 2012 and completed by March 2013</p> <p>Outcome: Amend existing Strategy as required and develop a new Action Plan.</p> <p>Critical Success Factors: Staff resources, support from other Services and CMS. Community and Member support</p> <p>Environmental Impacts: Strategic environmental and biodiversity impacts taken into account</p>	30 December 2013	Environment Manager - Open Spaces	Community Services. Leisure Services Manager Facilities Management
13-ES17	Report results to date of Climate Change Action Plan, including carbon savings.	Influencer	<p>Target: Achieve councils carbon emissions reduction target.</p> <p>Outcome: Implement Building Energy Management Systems to target and reduce energy and CO2. Roll out sustainability awareness programme for staff to reduce building energy and CO2 use.</p> <p>Critical Success Factors: Staff and financial resources. Council's ongoing commitment to invest in carbon reduction.</p> <p>Environmental Impacts: Reduce the Council's carbon footprint and provide a good example to residents and businesses. Adapt Council services to cope with climate change.</p>	30 December 2013	Environmental Strategy and Development Manager	Facilities Team
Corporate Priority: Prosperity						
Strapline: Improving the economic and social opportunities available to our communities						
Deliver value for money						
13-ES18	Implement web based 'self service' systems and improve access to services for customers	Service Provider / Commissioner / Manager	<p>Target: Self service systems operational</p> <p>Outcome: Customers have improved access to service information and the ability make appointments / pay for services outside working hours through the web. Reduce number of telephone calls and associated staff resources, achieving MTFP targets.</p> <p>Critical Success Factors: Staff resources; Support from IT Services; IT capital and revenue funding.</p> <p>Environmental Impacts: Improved speed of response when dealing with environmental problems (in combination with Remote Working)</p>	30 December 2013	Business Development and Support Manager	IT Services, Web Team
13-ES19	Implement the application of customer information business continuity contact through social media channels within Environmental Services.	Service Provider / Commissioner / Manager	<p>Target: Social media and new web tools in place</p> <p>Outcome: Customers have improved access to service information through new media such as twitter, facebook, texting and Gov Delivery. New media can be used to facilitate communication in business continuity situations.</p> <p>Critical Success Factors: Staff resources; Support from IT Services and Customer Services.</p> <p>Environmental Impacts: Improved speed of response when dealing with environmental problems</p>	31 March 2013	Business Development and Support Manager	IT Services, Customer Services, Web Team

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
Corporate Priority: Prosperity <i>Strapline: Improving the economic and social opportunities available to our communities</i>						
Deliver value for money						
13-ED01	Explore European Union funding opportunities for tourism projects and market regeneration themes	Community Leadership Enabler Service Provider / Commissioner / Manager	Target: Prioritise Hertford Market Outcome: Savings on market expenditure Critical Success Factors: Availability of appropriate funding Environmental Impacts: Neutral	31 December 2013	Economic Development Manager	None
13-ED02	Production of a Strategy for East Herts Markets to enable their modernisation.	Service Provider / Commissioner / Manager Community Leadership Partner	Target: Strategy to be produced by November 2013 Outcome: Programme of modernisation for the markets. Critical Success Factors: Cooperation of traders Environmental Impacts: Neutral	30 June 2013	Economic Development Manager	None
13-ED03	Identify external funding opportunities for Scotts Grotto	Community Leadership Enabler Service Provider / Commissioner / Manager	Target: 1 lottery bid Outcome: Improve promotion Critical Success Factors: Quality of the bid Environmental Impacts: Neutral	31 July 2013	Economic Development Manager	None
Deliver sustainable rural business growth						
13-ED04	Continue to ensure that East Herts Council meets its Accountable Body requirements and that the RDPE programme team deliver spend, output and outcome requirements. Also, prepare an outline bidding strategy to enable the Council to bid into a new programme.	Partner Enabler	Target: Successful conclusion to RDPE programme with no liability to EHC Outcome: Significant investment in local business Critical Success Factors: Expertise in programme delivery Environmental Impacts: Neutral	01 December 2013	Economic Development Manager	None

Action Plan						Connections
Action Code	ACTION	What role will the service play?	Description (Target, Outcome, Critical Success Factors and Environmental Impacts)	Due Date	Lead Officer	If the action impacts on another service in terms of support/input, please specify below:
Enhance the economic well being of East Herts						
13-ED05	Monitor progress with the My Incubator project and provide regular update reports to ensure the Council's investment of New Homes Bonus and capital support is protected.	Partner Enabler Community Leadership	Target: Businesses supported Outcome: Business growth through start up Critical Success Factors: Business survival rate improved Environmental Impacts: Neutral	31 March 2013	Economic Development Manager	None
13-ED06	Ensure that the Hertford Futures, Bishops Stortford 2020 and Industrial Estates programmes are delivered by the regeneration team and that the work continues after the staff contracts have ceased.	Partner Enabler Community Leadership	Target: Business Plan in Hertford, Shared Space Strategy in BS and update of Land review Outcome: Identification of projects and future strategy Critical Success Factors: Project deliverability Environmental Impacts: Neutral	01 March 2013	Economic Development Manager	None
13-ED07	Coordinate the partnership work led by Jobcentre plus and Hertford Regional College and ensure regular update reports are provided for the LSP Board and Strategy Group	Partner Enabler Community Leadership	Target: Increased provision of work clubs, work experience opportunities and other measures Outcome: Residents into work Critical Success Factors: Partnership delivery Environmental Impacts: Neutral	01 June 2013	Economic Development Manager	None
13-ED08	Work in partnership to help secure the long term economic future of the district e.g. by contributing to the work of the Local Enterprise Partnership Enterprise and Innovation Programme Board and by linking with the London Anglia Growth Partnership.	Partner Enabler Community Leadership	Target: Strategic partnership to strengthen advocacy capacity Outcome: Higher profile for economic development issues locally Critical Success Factors: Alignment of partner objectives Environmental Impacts: Neutral	31 March 2013	Economic Development Manager	None

