



# Hertsmere's 2020 Vision Corporate Action Plan 2017/18





# Hertsmere's 2020 Vision

## Corporate Action Plan 2017/18

### Being an Enterprising Council

---

- Corporate Action 1     **Implement the Development sites programme**
- Corporate Action 2     **Develop and implement the Capital Infrastructure and Development Strategy**
- Corporate Action 3     **Investigate opportunities for shared services and collaborative working**
- Corporate Action 4     **Develop the website to improve the customer interface**
- Corporate Action 5     **Develop the Workforce Plan to maximise apprenticeship opportunities**

### Planning for the Future

---

- Corporate Action 6     **To progress with the preparation of a single local plan covering the whole of the Council's area**
- Corporate Action 7     **Review the Homelessness Strategy and Implement the Homelessness Strategy Action Plan**

### Supporting Our Communities

---

- Corporate Action 8     **Review and update Hertsmere Together, the Community Strategy for Hertsmere**
- Corporate Action 9     **Implement the Sport and Physical Activity Strategy**
- Corporate Action 10    **Respond to changes in Anti-Social Behaviour regulations**



# Being an Enterprising Council

## Corporate Action 1: Implement the Development Sites programme

Key Outputs	Responsible Officer	Target Date	Performance Measures
Formation of companies for the ownership and management of market rented accommodation and affordable housing	Head of Legal & Democratic Services	December 2017	Lettings Company established  Community Benefit Society established
Hertsmere Developments Limited (HDL) business plan to be approved by HDL board and the Council	Chief Executive	Summer 2017  Autumn 2017	Business Plan approved by HCL Board  Business Plan approved by Full Council
Develop and implement proposals for key development sites	Head of Asset Management	Ongoing 2017/18	Implemented as per individual project plans and as agreed through Executive
Continue with proposals to develop Elstree Studios	Chief Executive	Spring 2017  Summer 2017	Award contract for future development of studio space at Elstree Studios  Develop full proposals with partner agency.
<b>Additional Performance Monitoring: Asset Management Panel, Hertsmere Developments Limited Board</b>			

# Being an Enterprising Council

## Corporate Action 2: Develop and Implement a Capital Infrastructure and Development Strategy

Key Outputs	Responsible Officer	Target Date	Performance Measures
Establish a Capital Strategy Group to effectively manage the capital programme	Head of Finance and Business Services  In line with Financial Strategy	April 2017  Ongoing monthly meetings thereafter	Monthly meetings established :  Terms of reference agreed, to cover: Capital Programme review, monitoring and delivery  Appropriate infrastructure funding i.e. Capital Receipts, S106, CIL, Grants and Revenue  Reporting lines established to Chief Officer Board, Asset Management Panel and Executive
Develop a Capital Infrastructure and Development Strategy for the Council and its wholly owned subsidiaries with the aim of establishing priorities and identifying available resources to support capital infrastructure projects.		In line with Financial Strategy	Inclusion in the Financial Strategy 2017/18 to 2020/21
Continue to invest in community infrastructure including improvements to Parks and Open Spaces and public realm	Relevant Heads of Service	Ongoing	Projects completed in line with planned timescales
<b>Additional Performance Monitoring: Asset Management Panel, CIL Member Panel</b>			

## Being an Enterprising Council

### Corporate Action 3: Investigate opportunities for shared services and collaborative working

Key Outputs	Responsible Officer	Target Date	Performance Measures
Continue to support the development of an NHS Hub in the vicinity of the Civic Offices, Borehamwood as part of the Hertfordshire and West Essex Sustainability and Transportation Plan	Chief Executive Officer	Ongoing 2017/18	Delivery plan in place
Investigate the opportunities for collaborative working in waste and recycling	Head of Street Scene Services	Ongoing 2017/18	Proposals developed
Progress with Three Rivers District Council the provision of a Local Authority parking service managed by a Lead Authority with a joint Parking Services Manager	Head of Street Scene Services	Ongoing 2017/18	Proposal developed
<b>Additional Performance Monitoring: Asset Management Board, Chief Officer Board</b>			

# Being an Enterprising Council

## Corporate Action 4: Develop the Website to improve the customer interface

Key Outputs	Responsible Officer	Target Date	Performance Measures
Appointment of a Web Manager	Head of Partnerships and Community Engagement	June 2017	Web Manager in post
Develop a strategy to improve the customer interface of the website with the aim of increasing the number of customer interactions available.		December 2017	Proposals identified and timescales agreed
		March 2018	Initial work undertaken in line with agreed timescales
<b>Additional Performance Monitoring: Chief Officer Board</b>			



# Enterprising Council

## Corporate Action 5: Develop the Workforce Plan to maximise apprenticeship opportunities

Key Outputs	Responsible Officer	Target Date	Performance Measures
3 year Apprenticeship Strategy for inclusion in the Workforce Plan developed to make best use of the Apprenticeship Levy	Head of Human Resources and Customer Services	Summer 2017	Apprenticeship Strategy agreed by Personnel Committee and the Executive
Apprenticeships used to support succession planning particularly in the hard to recruit professions		End March 2018	At least 4 Apprenticeships underway in council services
Opportunities for apprenticeships identified from within the establishment			
Opportunities to work in partnership with other agencies to deliver the strategy investigated.			
<b>Additional Performance Monitoring: Personnel Committee</b>			

# Planning for the Future

## Corporate Action 6: To progress with the preparation of a single Local Plan

Key Outputs	Responsible Officer	Target Date	Performance Measures
Publish Issues and Options document	Head of Planning and Economic Development	Summer 2017	Issues and Options document published
		Summer 2017	Consultation to run for 6 weeks
Publish the Statement of Community Involvement		Summer 2017	Draft Statement of Community Involvement published
		Summer 2017	Public Consultation on the Statement of Community Involvement
		Early Autumn	Final Document Published
Publish Draft Local Plan and invite representations on the “soundness” of the Plan (i.e. whether it is justified, effective and consistent with national policy)		Winter to early Spring 2018	Draft Local Plan published
		Late Spring 2018	Public consultation on the Draft Local Plan
<b>Additional Performance Monitoring: Member Planning Panel</b>			

# Planning for the Future

## Corporate Action 7: Review the Homelessness Strategy and Implement the Homelessness Strategy Action Plan

Key Outputs	Responsible Officer	Target Date	Performance Measures
Review Homelessness Strategy and Action Plan	Head of Partnerships and Community Engagement	December 2017	Strategy and Action Plan ready for approval by the Executive
Reduce the number of homeless household in temporary accommodation		September 2017	Performance Monitoring of Quarterly statistics reports to include NI156: No. of households living in temporary accommodation
Foster and influence the Private Sector as a viable housing option		December 2017	Half yearly reports on private sector landlords working progress
Promote partnership working with voluntary and non-voluntary organisations to prevent homelessness		December 2017	Half yearly reports on housing partnerships working progress
<b>Additional Performance Monitoring: Operations Scrutiny Committee</b>			

## Supporting our Communities

### Corporate Action 8: Review and update Hertsmere Together, the Community Strategy for Hertsmere

Key Outputs	Responsible Officer	Target Date	Performance Measures
Undertake research and gather evidence base from Hertfordshire Local Information Service and recent Consultations undertaken by council and our partners	Head of Partnerships and Community Engagement	April 2017	Evidence base produced
Deliver a workshop with key partners to interpret the evidence base and consultation to develop priorities		April 2017	Workshop successfully delivered
Complete draft Community Strategy		June 2017	Draft Strategy approved by LSP Board
		July 2017	Strategy adopted at Full Council
<b>Additional Performance Monitoring: Local Strategic Partnership</b>			

# Supporting Our Communities

## Corporate Action 9: Implement the Sport and Physical Activity Strategy

Key Outputs	Responsible Officer	Target Date	Performance Measures
Publish Indoor and Outdoor Sports Strategy	Head of Partnerships and Community Engagement	July 2017	Strategy signed off by the Executive by July 2017
Support Hertsmere Leisure's capital investment programme in Hertsmere's leisure facilities		April 2017 to Executive	Investment proposals and Business cases agreed by July 2017
		July 2017 to Council	
	Ongoing 2017/18	Work programme to commence by September 2017	
<b>Additional Performance Monitoring: Member Leisure Panel, Local Strategic Partnership</b>			

# Supporting Our Communities

## Corporate Action 10: Respond to changes in Anti-Social Behaviour Regulations

Key Outputs	Responsible Officer	Target Date	Performance Measures
Protocols to support New Anti-Social Behaviour powers in place	Head of Partnerships and Community Engagement	May 2017	ASB Conference held
		October 2017	Public Spaces Protection Orders (PSPO) implemented, where and if appropriate, in line with legislation
		End March 2018	Community Protection Notices (CPN) protocols in place
The pathfinder project for restorative approaches to community resolution is delivered in partnership with Hertfordshire Constabulary		End March 2018	8 restorative cases completed  2 individuals achieved accreditation in restorative justice from the Restorative Justice Council
<b>Additional Performance Monitoring: Responsible Authorities Group (via the Local Strategic Partnership)</b>			