

# **HTS Group Ltd Recovery Group**

## **Action Plan to Deliver Business Resilience and Efficiency**

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## *Proudly serving Harlow*

### **1. Introduction**

Following the Covid-19 pandemic, a number of Workstream Themes have been created by Harlow Council to implement its future vision and ambitions for Harlow.

These comprise of the following working Groups that will all focus on different areas of improvement and built up of a wide diversity of stakeholders:

- Community Impact Workstream
- Business & Economy Workstream,
- Council Internal Services Workstream
- HTS Group Workstream

The HTS Workstream has been further broken down into the elements below:

1. Improving Business Resilience and Efficiency by a review of HTS Business Plans, Priorities and Business Continuity; enhanced communication plans aligned to Council communication plans and a robust gap analysis and performance reporting.
2. Reassessing HTS Community Impact by its social value programme and reporting.
3. HTS Environmental Impact through its Landscape programmes and policies reviews.
4. Creating opportunities through the HTS Group Business and Commercial growth plans, particularly in the area of apprenticeships, training, and employment for young people.
5. To show leadership within the local business community with regards to creating local opportunities for local people.

### **2. Scope**

The scope of this report is to start to develop an Action Plan to deliver Business Resilience and Efficiency.

This will be achieved by reviewing and interrogating a number of existing documents and working practices including:

- HTS Business Plan
- Business Continuity
- Performance Reporting
- Joint and Enhanced Communication Plans
- Best Value Review

### 3. Action Plan

<b>SPECIFIC ACTION PLAN</b>			
<b>No.</b>	<b>Action</b>	<b>Owner</b>	<b>Deadline</b>
1	Business Plan Update (BP) – the last iteration of the BP covered the period 2018-2022. A revised BP is required for the next 5 years.	HTS SMT & HDC SMB	July 2021  (To align with next strategic SSC)
2	BP – the updated version will need to focus on the following areas: <ul style="list-style-type: none"> <li>Aligning financial forecasting with HDC budgeting</li> <li>Use Best Value Review recommendations to inform strategic direction</li> <li>Reviewing Balance Score Card targets</li> <li>Agreeing Third Party growth targets</li> <li>Maximising Business Case opportunities with Harlow Council</li> <li>Agree budgets and ensure sound financial reporting</li> <li>Improve Safety, Health, Environment and Compliance to ensure the company can still deliver services under ongoing restricted practices</li> <li>Ensure robust financial forecasting</li> <li>Agree Capital Investment to ensure continued service delivery</li> <li>Agree extension to Capital Programme to end of the Contract</li> </ul>	HTS SMT & HDC SMB	July 2021
3	Business Continuity – the current situation means it is essential to review current arrangements including: <ul style="list-style-type: none"> <li>Review HTS’s response to the pandemic during lockdown</li> <li>Produce “lessons learnt” with all stakeholders to make ensure minimum disruption to services should further restrictions be imposed</li> <li>Establish Mead Park as a covid-19 compliant workplace so the repairs service and call centre can operate safely</li> <li>Ensure that published covid-19 guidance is implemented to make sure staff and public safety is maintained.</li> </ul>	HTS SMT	Dec 2020  Complete  Complete  Complete

4	<p>Communication Plans</p> <ul style="list-style-type: none"> <li>• Early development of joint communications in the event of second wave so messages to all stakeholders are clear and concise</li> <li>• Develop the ability to react to changes and developments in government advice to permit joint communications to ensure clear messages.</li> <li>• Continue to strengthen communication channels with stakeholders; establish a joint internal/external communications strategy with Harlow Council.</li> <li>• Expand communications strategy for promoting plaudits and positive customer satisfaction results</li> <li>• Continue to develop enhanced Customer Access channels</li> <li>• Online repair reporting</li> <li>• Explore flexible appointment times for customers</li> <li>• Investigate ways of improving customer feedback and satisfaction levels linked to BVR</li> <li>• Establishment of post inspection regime to improve Quality</li> </ul>	HTS & HDC	<p>July 2021</p> <p>Complete</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>In progress</p> <p>Ongoing</p> <p>Complete</p>
5	<p>Performance</p> <ul style="list-style-type: none"> <li>• Continue to monitor performance through SOPM</li> <li>• Development and monitoring of IAP's where necessary to plan and implement recovery plans by work type</li> <li>• Development of technologies to improve transparency of reporting</li> <li>• Ensure robust financial forecasting</li> <li>• Develop solutions to short/medium term purchasing and procurement issues in supply chain to minimise effects on delivery of services</li> </ul>	HTS & HDC	<p>Mar 2021</p> <p>In progress</p> <p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>
6	<p>Governance</p> <ul style="list-style-type: none"> <li>• Priorities to be established by Business Plan</li> <li>• Demonstrable shareholder control and influence, with an appropriate annual work plan allowing decisive influence over both strategic objectives and significant decisions.</li> <li>• To receive financial and performance monitoring reports and accounts and understand the effect of covid-19 on the Group</li> <li>• Development of Task &amp; Finish groups to</li> </ul>		<p>July 2021</p> <p>Ongoing</p>

	provide input and assist in delivery of Action Plan		
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