

Best Value Review into HTS (Property and Environment) Ltd

Appendix A

Business as Usual Action Plan

This appendix includes the Business as Usual Action plan dated 20 October 2021, this is a live document and therefore what is included here is subject to change as actions are progressed and completed.

Best Value Review into HTS (Property and Environment) Ltd

Recommendations to refer to Shared Operational Performance meetings as Business as Usual:

BVR Ref	Action	Deadline	Owner	Current Position (July 2020)	Evidence Provided
1	Address reporting of costs to allow comparisons between base operational costs and 2017 business model.	30-Jan-20	Alex Morris	Complete. Confirmation provided by SF on 13/07/2020	Email from SF
1	Update ASC to include changes arising from assumptions in the business plan prior to the new financial year (2020/21)	01-Jan-20	Alex Morris	Complete. Only change is to indexation which was agreed with CN 26. ASC now agreed for 2020/21	Change Notice 26
2	Jointly review the Business case mechanism for award of capital and planned works; any changes to retain the focus of Value for Money but also allow for quicker completion of the process, and associated management processes once awarded.	30-Jan-20	Neil Rowland	Meeting arranged for 19 June 2020 with Dean James, Bob Purton and Tina Mcdermott.	Confirmation emails from BP, TM and DJ
3	Seek support and advice to determine what procurement frameworks they could create and or access now to assist in delivering services.	01-Jan-20	Neil Rowland	Complete.	Update and progress provided by email to BT on 19 May 20
3	Update procurement procedures to reflect MSA, GDPR, ethics and transparency code requirements.	01-Jan-20	Neil Rowland	Complete	Revised Policy in place

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4	Should house building pilot not be successful Business Plan will need to be re-cast under business as usual operations to take into account the effect of this and forecasts and investment proposals amended accordingly.	01-Jan-21	Neil Rowland	Complete	The outcome of the housing building pilot is unknown - awaiting feedback from HDC. In the meantime, HTS new Business Plan will be recast under the BAU operations to take account of the effect the above and the forecasts and business proposals amended accordingly.'
7	Inclusion of initiatives contained within the future innovation narrative as part of the standard agenda for client team meetings. Immediate projects for furtherance should include: <ul style="list-style-type: none"> • new fleet/plant to improve the service concerning street lighting repairs • Drainage tanker renewal • GIS investment 	01-Jan-20	Client leads/Neil Rowland	Complete.	Action to be part of SOPM agenda - item 10 (BV Review update)
7	When projects are identified for progression update Business Plan to include those outside the contemplation of the Current Plan as and when identified for definite delivery, the Board/Shareholder should be consulted, and approval sought for decisions on initiatives/projects as per the limits set out in the Scheme of Delegation.	Process implemented	John Phillips	Complete	Is there any evidence to demonstrate the implementation?
10	Develop additional guidance and agree on when the change notice process should apply to remove the adhoc use of the process currently.	01-Dec-19	Neil Rowland/Bev	Complete	Revised guidance provided to members of SOPM 6 th May 2020
10	Revise and update process for managing escalations. Next SMT/SMB.	Complete	John Phillips/Simon Hill	Complete	Email sent to SH and JP requesting update 19.05.20. Simon Hill preparing response.

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10	Develop process for managing contract variations.	01-Dec-19	Neil Rowland/Bev	Agreed and Complete	Guidance provided to members of SOPM 6 th May 2020
11	Review, update and publish all contractual statutory and regulatory policies.	01-Dec-19	Stella Dunlop	Complete	The 'Tracker' to be used to illustrate HTS progress to date. The 'Tracker' will include the dates of the review, update and publication; and will be presented to (and monitored by) the Shared Operational Performance Meetings.

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11	Identify review & completion dates for all non-statutory/regulatory policies.	01-Jan-20	Stella Dunlop	Complete	The 'Tracker' to be used to illustrate HTS progress to date. The 'Tracker' will include the dates of the review, update and publication; and will be presented to (and monitored by) the Shared Operational Performance Meetings.
11	Submit draft Criminal Finance Act 2018 policy for SMT sign off	30-Nov-19	Alex Morris	Complete. Signed off. Document on website	https://www.htsgroupltd.co.uk/criminal-finances-act-policy/
12	Continue work on new housing maintenance system via Customer Access Strategy work.	01-Dec-19	Steve Ward	Complete	HTS will work with HDC IT department to ensure that the new housing maintenance system goes live when it is ready. What remains to be done sits HDC Housing Team
12	Publish HACT Social Value score on website.	Complete	Tim Page	Complete – link to page on website	https://www.htsgroupltd.co.uk/company/social-responsibility/
14	Complete the legal formalities for the ICT SLA	01-Jan -20	Neil Rowland	Complete. Document sent to Julie Galvin on 19.05.20	Copy of document provided to BT
14	Strategic Governance 2018/19 Audit to be shared with SSC meeting	Complete	HDC	Complete	
14	Revised governance arrangements to provide JPRM function to be formalised and any related contractual changes made accordingly.	Complete	HDC/SMB	Complete	Email sent to SH and JP requesting update 19.05.20. Simon Hill preparing response.

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14	Implement single improvement plan to collate the reviews of HTS services following final outcomes of BV review, and picking up existing outstanding reviews to be monitored at SOP meetings	01-Jan -20	Neil Rowland/Bev Thomas	Complete. Single tracker document to be set up to ensure the final outcomes of BV Review are captured and monitored.	Improvement Plan to be incorporated into item 10 of the SOPM agenda
15	Implement process to ask end users on Environment SIT for satisfaction levels.	01-Dec-19	Shakeel Khan	Complete	Agreed with John Grundy
15	Submit Environment satisfaction stats e.g. Essex County Resident Survey to SOP	30-Nov-19	Shakeel Khan	Complete.	Report submitted to SOPM on 21 st November 2019
15	Ensure Customer Access Action plan (enhancing customer access and communications) is fully implemented.	01-Jan-20	Steve Ward	WM says extended working day still needs to be implemented. Revisit in December 2020. Discussions have commenced with Trade Unions about changes to T&C's	Jointly agreed to put on hold 6 months
15	Obtain customer satisfaction via link on HTS (Property and Environment) Ltd /HDC websites for grass cutting and tree works.	01-Mar-20	Shakeel Khan	Complete. Satisfaction survey link on website.	https://www.htsgroupltd.co.uk/
15	Jointly explore what other organisations do to obtain customer feedback on repair quality (customer sign off) and customer reviews at time of repair and on the ways, they save money.	01-Jan-20	Shakeel Khan/James Fulcher	Visit arranged for 3/11/21 with MCP. Delayed due to work pressure at MCP. Cambridge unable to accommodate due to work backlog pressure.	Report to be prepared following visit.

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15	Jointly arrange visits to other Customer Service Centres to benchmark and obtain best practice around consistency of service and diagnostics	01-Jan-20	Steve Ward/James Fulcher	Visit arranged for 3/11/21 with MCP. Delayed due to work pressure at MCP. Cambridge unable to accommodate due to work backlog pressure.	Report to be prepared following visit.
15	Ensure achievement of aim to reduce complaints escalations to a downward trend by Q3 2019/20.	01-Jan-20	John Phillips / Shakeel Khan	Complete.	Report submitted at presented at SOPM on 28 Jan 2020
15	Investigate causes of high levels of dumped rubbish and whether additional actions could be introduced to reduce this issue within the town.	01-Dec-19	Mick Jenkins/Client leads	Complete	Report published on 2 June 2020 and to SOPM in June 2020