

REPORT TO: SHAREHOLDER SUB COMMITTEE

DATE: 20 APRIL 2023

TITLE: REFERENCE FROM HTS (PROPERTY AND ENVIRONMENT) LTD – IT STRATEGY

LEAD OFFICER: JOHN PHILLIPS, MANAGING DIRECTOR HTS (PROPERTY AND ENVIRONMENT) LTD (01279) 446673

RECOMMENDED that:

- A** The proposal to implement the recommendations included in the I.T. Strategy report commissioned by HTS (Property and Environment) Ltd is approved.
- B** That the Council as sole shareholder agrees to support the recommendations and Cultural Change proposals included in the strategy.

BACKGROUND

1. At its meeting on 23.01.2023, the HTS (P&E) Board tabled a report to proceed with recommendations of the I.T. Strategy Report as required by the Shareholders Sub Committee meeting in March 2022 in line with its agreed Business Plan. The report was required to agree the future development of I.T. for HTS. The report is attached as Appendix A to this report.
2. As a result of the agreement to implement the recommendations, HTS have appointed consultants to develop the I.T. systems strategy to support the required recommendations.

ISSUES/PROPOSALS

3. The Scheme of Delegation requires the Share Holder Sub Committee to approve any investment in development by HTS over the value of £100,000.
4. To support improvements, HTS has embarked on a major ICT investment programme to assist in the scheduling, delivery and monitoring of the work HTS carry out.
5. Intrinsically linked to this is a cultural change programme that's has already commenced.
6. Following the agreement of the HTS Business Plan for 2022-2027, HTS is facing a number of significant challenges to enable it to deliver its priorities during this period.
7. Operational reviews have been carried out by consultants, appointed by Harlow

Council to areas of the Environmental Services and Repairs & Maintenance. The results and subsequent improvement plans produced of these reviews have shown that the current productivity rates being achieved are below industry standards.

8. To support improvements, HTS has also embarked on a major ICT investment programme to assist in the scheduling, delivery and monitoring of the work we carry out.
9. Intrinsicly linked to this is a cultural change programme that's has already commenced.
10. The objectives are to:
 - a) Change the culture to create an engaged workforce that owns continuous, systematic and sustainable improvement of performance.
 - b) Develop mechanism to effectively measure and control processes and systems, reduce waste and increase productivity.
 - c) Train and coach all HTS management layers to more effectively manage performance.
 - d) Utilise and develop technology to best support the delivery of all processes.
 - e) Improve performance, increase capacity available and reduce costs.

IMPLICATIONS

Strategic Growth and Regeneration

None Specific.

Author: Andrew Bramidge, Chief Executive Officer

Finance

HTS (P&E) Ltd have factored the financing costs of the recommendations of the Report into the company business plan and associated financial plans accordingly.

Author: Simon Freeman, Deputy Chief Executive and Director of Finance

Housing

As outlined in the report.

Author: Andrew Murray, Director of Housing

Communities and Environment

As outlined in the report.

Author: Norah Nolan, Assistant Director – Environment

Governance and Corporate Services

It is important that in the practical implementation of any IT strategy that systems are compatible with those already used by the Council or, at the point of go live, allow complete interaction with existing Council systems utilised by many council directorates.

Author: Simon Hill, Director of Governance and Corporate Services

Appendices

Appendix A – HTS (P&E) Ltd Special Board report – I.T. Strategy

Background Papers

None.

Glossary of terms/abbreviations used

HTS – HTS (Property and Environment) Ltd