

Customer	Business Process	Governance	Efficiency	Ref	Theme	Appendix A Recommendation	Time	Priority	Resource	Score A	Score B	x = req s = started c = complete		Section PS= Parks summer PW = Parks winter S = Streets	Timelines	Comments	Owner
							1-6 Months	1 - Urgent	1 - Light			HTS	HDC				
							6-12 Months	2 - Important	2 - Medium								
							12-18 months	3 - Long term	3 - Intensive								
				2	Governance	Client and contractor roles - review and clarify	5	2	1	8	10	X	X	PS, PW	HDC		
				3	Governance	Service review meetings - set up Annually for continuous improvement	6	2	1	9	12		X	PS, PW	Dec-23		
				4	Governance	Review mechanisms and tools in place to intervean with HTS if not performing				0	0		X	PS	HDC		
				5	Governance	Implementation of a Change log and annual review	6	2	1	9	12	X	X	PS	Dec-23		
				6	Governance	Tree policy and strategy required	6	1	2	9	12		S	PW	Sep-23		
				7	Governance	Landscape policy and strategy required	10	1	2	13	20		X	PW	Jan-24		
				8	Governance	ECC - clear agreement needed on land, trees and landscape - giving clear direction for maintenance	5	2	1	8	10		S	PW	Sep-23		
				9	Governance	Procedures developed for service request, complaints and enquiries , to reduce the heavy drain on service	6	2	2	10	24	X	X	PS, PW	Nov-23		
				10	Specification	New specification of work to be developed for Parks. Plan B can assist. Include MUGAs, sports fields, allotments etc	14	2	1	17	28	X	X	PS, PW	HDC		
				11	Specification	Establish requirements and common understanding				0	0	X	X	PS, PW			
				12	Specification	Clear, improved specification for key areas such as Latton Bush centre, Memorials etc to give agreed required standard	4	2	1	7	8	X	X	PW	Aug-23		
				13	Specification	Develop a longer term weed control strategy - assuming the need to reduce the use of herbicides	18	3	1	22	54	X	X	PW, S	Aug-24		
				14	Specification	MUGAs, including tennis courts - agree specification requirement, 3 year plan, and suitable funding for these works	14	2	1	17	28	X	X	PW	Sep-24		
				15	GIS Mapping	Full review and update required	6	1	3	10	18	S		PS	Nov-23	Started on the summer Parks programme. Need winter programme. Some work also completed on bins, street furniture, gritting etc	
				17	GIS Mapping	Updated maps required throughout the town - desktop review	6	1	3	10	18	S		PS	Sep-23	2nd set of pilot maps being produced currently	
				18	GIS Mapping	Updated maps required throughout the town - physical review	6	1	3	10	18	X		PS	Oct-23	To follow from #17	
				19	GIS Mapping	Mapping data availability to HTS, inc training	6	2	1	9	12	X	X	PS			
				20	Metrics	Visibility for HTS	6	1	3	10	18	X		PS			
				21	Metrics	Training for HTS	6	2	1	9	12	X		PS			
				22	Metrics	Consider KPIs suggested by Plan B - review and sign off as required				0	0		X	PS	HDC	Need HDC to lead on this	
				23	Metrics	Pilot for new KPIs				0	0		X	PS	HDC	Follows #26	
				24	Physical features	Feature analysis to be completed, reviewing current shrubs, grass and hedges and understanding need, suitability, investment etc	10	2	3	15	60	X	X	PS			
				25	Physical features	Investment in a planned yearly replanting scheme to link to the feature analysis				0	0		X	PS	HDC		
				26	Physical features	Invest in new planting, removal and rejuvenation programme				0	0		X	PW	HDC		
				27	Physical features	Consider how some areas could be made less attractive / convenient for anti-social behaviour - including reducing access to known hotspots (town centre)	8	2	2	12	32	X	X	S			
				28	Physical features	Town centre planters - rejuvenate and set up future planting / maintenance plan	8	2	2	12	32	X	X	S			

				30	Finance and HR	Apprentice scheme to be developed for the service - Parks and Trees	4	1	1	6	4	X	X	PS, PW				
				31	Finance and HR	Increase levels of young people in workforce	4	1	1	6	4	X		PS				
				32	Finance and HR	Improve absence levels	3	1	2	6	6	S		PS				
				33	Finance and HR	Client 'thin' - review model, particularly around HTS verification				0	0		X	PS	HDC	I believe they are appointing someone		
				34	Finance and HR	Culture change programme	1	2	3	6	6	S		PS, PW, S		This is our change management work. Started June 23 and ongoing, aiming for major changes in place by the new software from 19th September 23		
				35	Finance and HR	ETF - review the resource further to develop and give progression	1	1	2	4	2	S		PW		Review starting July 23.		
				36	Finance and HR	Provide horticultural training and refreshers to operatives	12	2	2	16	48	S		PW		Started with pruning course w/c 10/7/23		
				37	Finance and HR	Review process of seperating covid from general sickness reporting	1	1	1	3	1	X		PW		Need to check - think completed		
				39	Finance and HR	Administration - review level of administration carried out by managers / supervisors	4	1	2	7	8	S		PW				
				40	Finance and HR	Review Staff structure - high level of direct reports for supervisors	1	1	2	4	2	S		PW		New structure being approved currently		
				43	Finance and HR	Review all street cleansing roles - align roles and remuneration suitably	5	2	2	9	20	X		S				
				44	Finance and HR	Introduce stronger succession planning	6	2	2	10	24	S		S		Significant work completed on this now. Learning and development via HR hopefully to develop further with apprentices and young people.		
				45	Perform'ce & Quality	Control reactive works	8	2	2	12	32	X		PS				
				46	Perform'ce & Quality	Introduce an IT management solution with live data	5	1	3	9	15	S		PS, PW, S	Sep-23	Currently out to tender		
				47	Perform'ce & Quality	Introduce IT dashboard for management and client visibility	10	2	1	13	20	S		PS, PW, S	Dec-23			
				48	Perform'ce & Quality	Review of resources and current operations aiming for efficiencies (SIP)	3	2	3	8	18	S		PS				
				49	Perform'ce & Quality	Improve quality controls - including a formal inspection regime to be put in place by HTS and HDC	5	2	2	9	20	S	X	PS				
				51	Perform'ce & Quality	Innovations and keep up to date - seminars, external meetings etc	18	3	1	22	54	X	X	PS				
				52	Perform'ce & Quality	Weed control - develop a robust weed treatment schedule, including brambles	8	2	1	11	16	X	X	PW				
				53	Perform'ce & Quality	Consider different approach to street weed management	5	2	2	9	20	X	X	S				
				54	Perform'ce & Quality	Customer involvement - parks, trees, allotments - maybe reintroduce SIT meetings	14	3	2	19	84	X	X	PW				
				55	Perform'ce & Quality	Introduce pest control plan for town centre planters and key areas	8	3	1	12	24	X		S				
				57	Perform'ce & Quality	Resolve issue of dumping around bin stores - see Plan B recommendations in the report, inc resident engagement	8	2	2	12	32	X	X	S				
				58	Perform'ce & Quality	Provide waste management details in each residential block - including waste separation and dealing with bulk waste	6	2	1	9	12	X	X	S				
				59	Perform'ce & Quality	Use of enforcement to deal with dumped rubbish, including around bin stores	6	2	1	9	12	X	X	S				
				60	Perform'ce & Quality	Consider changing how wave / street services work - make smaller wave teams, supported by bins and hatches personnel - giving more ownership	3	2	2	7	12	S		S				
				64	Pilot events	Winter programme - future solution	5	1	3	9	15	X	X	PW		Currently in discussions about this		
				65	Pilot events	Increased shrub bed maintenance in summer programme	10	2	2	14	40	S		PW				
				66	Pilot events	Green waste - look at methods for mulch / compost / soil conditioner	10	3	2	15	60	X		PW				
				67	Buildings, Fleet & Equipt	Full fleet and equipment audit	3	2	1	6	6	S		PW, S				
				68	Buildings, Fleet & Equipt	Fleet / asset replacement programme to be established and costed	3	2	1	6	6	X		PW, S				
				69	Buildings, Fleet & Equipt	Property - provide a suitable location for housing mowers and equipment at the South of the town, reducing travelling time	6	2	2	10	24	X	X	PW				
				70	Buildings, Fleet & Equipt	Property - undertake a property survey to find if more suitable town centre location available for street cleansing operations	3	2	2	7	12	X	X	S				
				71	Buildings, Fleet & Equipt	Town storage waste - find better solution to large bin - perhaps use of a cart	3	2	1	6	6	X	X	S				
				72	Buildings, Fleet & Equipt	Recycle bins - introduce throughout the town	8	2	2	12	32		S	S				
				73	Buildings, Fleet & Equipt	Introduce recycling in litter picking in the town centre via cart use	5	2	1	8	10	X		S				
				75	Buildings, Fleet & Equipt	Better litter beat equipment - use of a cart to enable wipes, broom, recycling etc	3	2	1	6	6	S		S				

