

Welwyn Hatfield Borough Council

Business Action Plan 2020-21

Working better, together

Our key priorities for Welwyn Hatfield are outlined in our Business Plan for 2018-21, these are:

- **Our Community**
- **Our Environment**
- **Our Housing**
- **Our Economy**
- **Our Council**

Each year we publish an Action Plan to support each of these priorities. It explains our objectives and what we will do across all of our services to achieve them. We also have a set of Key Performance Indicators that measure a range of services throughout the year.

Business Action Plan 2020-21

1. Our Community

1.1 Promoting inclusive and safe communities

Project	By When	Lead Officer	Partner Organisation(s)
1.1.1 Undertake a project with Herts Modern Slavery Partnership to ensure that approaches to tackling modern slavery are embedded across all of the council's services	December 2020	Head of Public Health & Protection	--
1.1.2 Review the existing community bus fleet to develop a rolling programme of investment to provide new community buses over the next three years	March 2021	Head of Housing Operations	--
1.1.3 Co-ordinate and deliver parent and carer awareness sessions around anti-social behaviour, gangs and county lines	March 2021	Head of Community & Housing Strategy	--

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Performance Indicators	Target	Reporting Period
The percentage of Anti-Social Behaviour cases closed and resolved to residents' satisfaction	90%	Quarterly
The percentage of all hackney carriage and private hire licences (e.g. taxis, minicabs, drivers and operators) processed within the stated timescale	100%	Quarterly
The percentage of all local licences (e.g. alcohol, premises, animal establishments) processed within the stated timescale	100%	Quarterly
The percentage of required proactive health and safety inspections delivered which are consistent with national priorities and local intelligence	100%	Quarterly
The number of young people who are engaged in the 'Crucial Crew' community safety initiative for Year 6 students in the borough	1,200	Annually
The number of young people who engage with the council's 'Big Summer' campaign	10,000	Annually
The number of targeted youth diversionary projects delivered in partnership with the council	10	Annually

1.2 Improving public health and well-being

Project	By When	Lead Officer	Partner Organisation(s)
1.2.1 Complete a local area profile in the context of gambling related harm, so that we can obtain a better understanding of the local area, the risks this might pose to the licensing objectives and implications for the authority and operators	September 2020	Head of Public Health & Protection	--
1.2.2 Review our current air quality monitoring programme to make recommendations for changing the number of pollutants monitored or the location of the monitoring	December 2020	Head of Public Health & Protection	--

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Project	By When	Lead Officer	Partner Organisation(s)
1.2.3 Deliver an air quality project to educate and raise local awareness of the issues associated with poor air quality in the borough	March 2021	Head of Public Health & Protection	--
1.2.4 Develop and introduce a new Climate Change Strategy for the borough	March 2021	Head of Public Health & Protection	--
1.2.5 Participate in the county council's whole systems approach to obesity to identify any changes required in our own local approach	March 2021	Head of Public Health & Protection	--
1.2.6 Complete the formal launch of a new Healthy Hub programme in the borough with three and six month evaluations of it	March 2021	Head of Public Health & Protection	--

Performance Indicators	Target	Reporting Period
The percentage of 'Operation Reprise' incidents that required a visit and were attended	85%	Quarterly
The percentage of 'Operation Reprise' callers provided with advice only	90%	Quarterly
The number of food interventions carried out in food businesses within the borough	60	Quarterly
The percentage of corporate emergency plans reviewed and assessed as compliant	100%	Annually

1.3 Supporting local sport and leisure

Project	By When	Lead Officer	Partner Organisation(s)
1.3.1 Establish a new Sports Facilities Strategy steering group to assess and prioritise the implementation of its local recommendations in the borough	June 2020	Head of Community & Housing Strategy	Local Sports Partners
1.3.2 Complete the development and open the new wet and dry adventure play facility, known as Splashlands, in Stanborough Park	August 2020	Head of Resources	Ground Control
1.3.3 Implement a new operator's agreement for the new Splashlands wet and dry play facility in Stanborough Park	August 2020	Head of Policy & Culture	GLL
1.3.4 Complete a new Community Space Strategy for the borough to assist in mapping the current provision and future need for community uses	October 2020	Head of Planning	--
1.3.5 Commission a new strategic Master Plan for Gosling Sports Park in accordance with a key recommendation in the new Sports Facilities Strategy	March 2021	Head of Planning / Head of Resources	GLL

Performance Indicators	Target	Reporting Period
The percentage of customers satisfied with all services and facilities offered by Campus West	92%	Quarterly
The percentage of customers satisfied with all services and facilities offered at The Hive	90%	Quarterly
The total number of people engaged in the 'This Girl Can' campaign in 2020	500	Annually

1.4 Promoting local art and culture

Project	By When	Lead Officer	Partner Organisation(s)
1.4.1 Provide appropriate advice and support to the Welwyn Garden City Centenary where their activities and events promote and support the Hertfordshire Year of Culture 2020	December 2020	Head of Policy & Culture	WGC 100
1.4.2 Progress a major National Lottery Heritage Fund bid project leading to the development of new built facilities at the Welwyn Roman Baths site	March 2021	Head of Policy & Culture	National Lottery Heritage Fund
1.4.3 Progress and co-ordinate the council's involvement in the Herts Cultural Education Partnership	March 2021	Head of Community & Housing Strategy	Herts Cultural Education Partnership

Performance Indicators	Target	Reporting Period
Visits in person to, and use of, local museums and galleries per 1,000 population	154	Annually
Total number of school group visitors to, and use of, local museums and galleries	1,500	Annually

Our Environment

2.1 Keeping our streets clean

Project	By when	Lead Officer	Partner Organisation(s)
2.1.1 Develop a new customer satisfaction survey for street cleansing along with a benchmark for future performance reporting	March 2021	Head of Environment	Urbaser

Performance Indicators	Target	Reporting Period
The percentage of the cleaner local streets survey rating, where a road or area has a pass grade of A and / or B, based on the DEFRA amounts of litter and detritus guidelines	95%	Quarterly
The percentage of all cleaning requests actioned to restore land to Grade B within 5 working days	85%	Quarterly

(* Grade A means clean.)

(* Grade B means predominantly free of litter and refuse apart from some small items and / or predominately free of detritus except for some light scatterings.)

2.2 Reducing waste and improving recycling

Project	By When	Lead Officer	Partner Organisation(s)
2.2.1 Introduce a borough-wide separate food waste collection service for households to enable better waste recycling rates	September 2020	Head of Environment	Urbaser Hertfordshire County Council
2.2.2 Work with local partners to undertake a detailed design leading to the redevelopment of Tewin Road depot as a Household Waste and Recycling Centre	September 2020	Head of Environment	Hertfordshire County Council Urbaser Continental Landscapes
2.2.3 Introduce the recycling of clothes and Waste Electrical and Electronic Equipment (WEEE) from the kerbside in the borough	September 2020	Head of Environment	Urbaser
2.2.4 Work in partnership with the county council to seek planning approval for the redevelopment of the Tewin Road depot as a new Household Waste and Recycling Centre	October 2020	Head of Environment	Hertfordshire County Council
2.2.5 Deliver two borough wide communication campaigns to schools and households on recycling and minimisation as a means of improving recycling performance and reducing waste going to landfill	December 2020	Head of Environment	Urbaser
2.2.6 Improve the recycling service to flats in the borough following the approach set out by the Streetscene Mobilisation Board and Climate Change Group	March 2021	Head of Environment	Urbaser
2.2.7 Develop a new customer satisfaction survey for waste collection services and a benchmark for future performance reporting	March 2021	Head of Environment	Urbaser

Performance Indicators	Target	Reporting Period
Reduce the level of residual household waste collected in kilograms per head of the population	48 kg	Quarterly
The percentage of household waste collected and sent for reuse, recycling and composting	46%	Quarterly
The percentage of reported / justified missed bins per quarter in the borough	0.30%	Quarterly
The percentage increase in recycling through the introduction of separate food waste	1.75%	Quarterly

2.3 Enhancing our green spaces

Project	By When	Lead Officer	Partner Organisation(s)
2.3.1 Review the Welwyn Garden City Estate Management Scheme to help protect and enhance the unique character of the country's second garden city	March 2021	Head of Planning	--
2.3.2 Prepare a Green Corridor Strategy for green spaces which stretches east-west across the borough and between Welwyn Garden City and Hatfield	March 2021	Head of Planning	--
2.3.3 Develop a new customer satisfaction survey for grounds maintenance services and develop a benchmark for future performance reporting	March 2021	Head of Environment	Continental Landscapes

Performance Indicators	Target	Reporting Period
The percentage of all tree maintenance work completed within the planned programme	95%	Quarterly
The percentage of Estate Management Scheme tree applications processed with 8 weeks or other agreed timescale	70%	Quarterly
The percentage of allotment plots in use compared to the overall number of plots available for use	75%	Annually

2.4 Managing the borough's parking

Action	By When	Lead Officer	Partner Organisation(s)
2.4.1 Adopt a Parking Strategy to identify key projects to be taken forward in the short to medium term (1-3 years) to balance the needs of local people, businesses, social, economic and environmental issues	March 2021	Head of Environment	--
2.4.2 Develop a new satisfaction survey for the council's car parks and develop a benchmark for future performance reporting	March 2021	Head of Environment	--

Performance Indicators	Target	Reporting Period
The percentage occupancy levels of all garage units in the borough	72%	Quarterly

3. Our Housing

3.1 Planning for current and future housing need

Project	By When	Lead Officer	Partner Organisation(s)
3.1.1 Prepare, submit, examine and adopt the Local Plan in the borough	March 2021	Head of Planning	--
3.1.2 Contribute to the work programme of the county-wide strategic planning agenda with county partnerships and groups	March 2021	Head of Planning	Growth Board Local Enterprise Partnership Herts Planning Group
3.1.3 Prepare a Community Infrastructure Levy charging schedule to establish a levy from new development to fund strategic infrastructure needs in the borough	March 2021	Head of Planning	--
3.1.4 Prepare a Housing Delivery Test Action Plan to ensure all local stakeholders are held accountable for their role in ensuring new homes are delivered	March 2021	Head of Planning	--
3.1.5 Prepare a Supplementary Planning Document Design Guide to improve the quality of new development in the borough	March 2021	Head of Planning	--
3.1.6 Prepare Supplementary Planning Document Master Plans for all large strategic sites identified for development in the Local Plan	March 2021	Head of Planning	--
3.1.7 Achieve planning approval and procure a construction partner for a new modern temporary accommodation scheme at Howlands House, Welwyn Garden City	March 2021	Head of Community & Housing Strategy	--
3.1.8 Commence work on an exemplar sheltered housing scheme of 90 new affordable homes at Minster Close, Hatfield	March 2021	Head of Community & Housing Strategy	--

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Project	By When	Lead Officer	Partner Organisation(s)
3.1.9 Provide a comprehensive outreach and emergency accommodation service to help prevent rough sleeping in the borough	March 2021	Head of Community & Housing Strategy	--

Performance Indicator	Target	Reporting Period
The number of households who are living in temporary hotel accommodation for more than six weeks	0	Quarterly
The maximum number of households who are living in temporary accommodation in the borough where the council has a duty	100	Quarterly
The percentage of customers who have a suitable Housing Support Plan agreed within the target time once the Prevention Duty is triggered under the Homeless Reduction Act	95%	Quarterly
The percentage of Housing Needs Register applications assessed within 28 days	95%	Quarterly
The percentage of Estate Management Scheme building applications processed with 8 weeks or other agreed timescale	70%	Quarterly
The percentage of all major planning applications processed and decided on within 13 weeks	70%	Quarterly
The percentage of all minor and other planning applications processed and decided on within 8 weeks	70%	Quarterly
The percentage of major planning appeals allowed against the council's decision as a percentage of the total number of planning appeals against refusals of planning applications	less than 10%	Quarterly
The percentage of minor and other planning appeals allowed against the council's decision as a percentage of the total number of planning appeals against refusals of planning applications	less than 10%	Quarterly

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Performance Indicator	Target	Reporting Period
The percentage of planning enforcement investigations completed within the stated timescale	87%	Quarterly
The percentage of planning applications validated within 10 working days for major applications	10 days	Quarterly
The percentage of planning applications validated within 8 working days for non-major applications	8 days	Quarterly
Maintenance of a rolling five year supply of specific deliverable sites for housing against the housing target in Local Plan or standard methodology plus any necessary buffer	2.34 years	Quarterly
The net number of additional new homes provided in the borough	498	Annually

3.2 Providing more affordable homes

Project	By When	Lead Officer	Partner Organisation(s)
3.2.1 Launch Now Housing Limited, the council's wholly owned housing company, with the aim of delivering 372 affordable homes over the next five years	June 2020	Head of Community & Housing Strategy	Now Housing Ltd
3.2.2 Actively identify, develop and implement new housing schemes and developments, to support the ongoing pipeline of 500 new affordable homes	March 2021	Head of Community & Housing Strategy	--

3.3 Being a high quality landlord

Project	By When	Lead Officer	Partner Organisation(s)
3.3.1 Develop a new service improvement plan to review the councils housing service following feedback in the 2019-20 housing satisfaction survey	March 2021	Head of Housing Operations	--
3.3.2 Carry out a review of the council tenant and resident involvement framework and deliver a reinvigorated model of involvement and engagement to provide multiple options and opportunities to shape the council housing service	March 2021	Head of Housing Operations	--
3.3.3 Develop and deliver a new 'Right Sizing' project to make best use of the council's housing stock and encourage and improve tenant mobility to the right size property	March 2021	Head of Housing Operations	--

Performance Indicators	Target	Reporting Period
The average void re-let time in days for 'normal' general needs housing	18 days	Quarterly
The percentage of all responsive repairs completed on target	95%	Quarterly
The percentage of housing repairs where work was completed right first time	90%	Quarterly
The percentage of council tenants 'satisfied' overall with the responsive repairs service provided based on the last repair completed	92%	Quarterly
The percentage of council properties with a valid gas safety certificate	100%	Quarterly
The average time in minutes for a mobile warden to attend an address in response to an Emergency Alarm call from the resident	12 mins	Quarterly
The number of customers involved in council tenant engagement activities in the borough	500	Quarterly

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Performance Indicators	Target	Reporting Period
Current council tenant arrears as a percentage of the annual rent debit	2.20%	Quarterly
The number of evictions due to rent arrears as a percentage of council homes managed	0.30%	Quarterly
The level of non-decent council homes as a percentage of all council homes	0.00%	Annually

3.4 Improving housing quality in the borough

Project	By when	Lead Officer	Partner Organisation(s)
3.4.1 Through innovative use of the government's Better Care Fund grant, enhance access to and improve the number of accessible homes, to help residents remain independent for longer	March 2021	Head of Community & Housing Strategy	--
3.4.2 Produce and publish a Fire Safety Strategy covering all council tenanted and leasehold properties in the borough	March 2021	Head of Property Services (Housing)	--
3.4.3 Review alternatives to gas boilers in the borough, with specifications meeting any new regulatory standards, and with the efficiency of any new boilers to be equal or better than current ones	March 2021	Head of Property Services (Housing)	--
3.4.4 Deliver the re-procurement of the housing maintenance contract for all council housing repairs and maintenance	March 2021	Head of Property Services (Housing)	--

Performance Indicators	Target	Reporting Period
The number of Decent Homes Assessments undertaken in properties in the private sector	200	Quarterly

4. Our Economy

4.1 Promoting investment and regeneration

Project	By When	Lead Officer	Partner Organisation(s)
4.1.1 Lead the Hatfield 2030+ Renewal Partnership in its proposed regeneration programme for Hatfield	March 2021	Head of Planning / Head of Resources	Hatfield 2030+ Renewal Partnership
4.1.2 Lead a new Welwyn Garden City partnership to establish vision and objectives for the town	March 2021	Head of Planning / Head of Resources	WGC Partnership

4.2 Revitalising our neighbourhood and town centres

Project	By When	Lead Officer	Partner Organisation(s)
4.2.1 Commence work on phase one of the High View neighbourhood regeneration project in Hatfield	May 2020	Head of Resources	Lovells

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Project	By When	Lead Officer	Partner Organisation(s)
4.2.2 Progress the redevelopment of Welwyn Garden City Town Centre North, as part of a phased plan, including further car park development at Campus West	March 2021	Head of Resources / Head of Planning	--
4.2.3 Discharge the planning conditions on Link Drive and 1-9 Town Centre Hatfield redevelopment sites to ensure there is vacant possession and to enable development works to commence	March 2021	Head of Resources	--
4.2.4 Commence and complete construction works on the new Hatfield Multi-Storey Car Park enabling surface car parks in the town centre to be released for redevelopment	March 2021	Head of Resources	--
4.2.5 Invest in local commercial property which meets the council's agreed investment criteria and supports wider corporate objectives	March 2021	Head of Resources	--

Performance Indicator	Target	Reporting Period
The percentage occupancy levels of commercial and retail units in the council's control in the borough	98%	Quarterly

4.3 Supporting sustainable economic growth

Project	By When	Lead Officer	Partner Organisation(s)
4.3.1 Open the council's new business centre and co-working facility in Hatfield to meet agreed targets with the funding partner for this initiative	June 2020	Head of Resources	--
4.3.2 Participate in the implementation of the Hertfordshire Local Enterprise Partnership's Local Industrial Strategy taking into account the local impacts of Covid-19	March 2021	Head of Planning	Local Enterprise Partnership
4.3.3 Implement the recommendations of the Hertfordshire Local Enterprise Partnership's Strategic Employment Sites Strategy	March 2021	Head of Planning	Local Enterprise Partnership
4.3.4 Enact the Article 4 Direction to remove permitted development rights for the change of use of offices to residential in strategic employment sites	March 2021	Head of Planning	--

4.4 Being business friendly

Project	By When	Lead Officer	Partner Organisation(s)
4.4.1 Coordinate the identification of potential EU exit impacts on local businesses in the borough and report this in a timely and accurate manner	December 2020	Head of Policy & Culture	East of England LGA
4.4.2 Implement the Eastern New Energy project to help local businesses reduce their carbon footprint and help local supply chains move into low carbon and environmental goods and services sectors	March 2021	Head of Planning	--
4.4.3 Review and update the Council's Gambling Policy and seek member approval for the policy	March 2021	Head of Public Health & Protection	--

Performance Indicators	Target	Reporting Period
The percentage occupancy rate for the Weltech Business Centre	98%	Quarterly
The percentage of non-domestic rates collected as a proportion of the total due	99.10%	Annually

5. Our Council

5.1 Achieving value for money

Project	By When	Lead Officer	Partner Organisation(s)
5.1.1 Create a new asset management strategy and action plan including a condition survey of the council's operational assets	December 2020	Head of Resources	--
5.1.2 Coordinate the identification of potential EU exit impacts on the council and report this in a timely and accurate manner	December 2020	Head of Policy & Culture	East of England LGA
5.1.3 Submit applications to the HM Land Registry to register 30 per cent of the council's currently unregistered land in the borough	March 2021	Head of Law & Administration	--
5.1.4 Complete a review of our garage sites with a view to create a clear plan for rationalising and optimising site usage and income	March 2021	Head of Resources	--

Performance Indicators	Target	Reporting Period
The percentage of customer's satisfied with value for money across all services offered by Campus West	90.00%	Quarterly
The percentage of all invoices paid within 30 days or within stated terms	97.50%	Quarterly
The level of sundry debt expressed as an average number of days to collect	50	Quarterly
The percentage of council tax collected as a proportion of the total due	97.70%	Annually

5.2 Putting our customer first

Project	By When	Lead Officer	Partner Organisation(s)
5.2.1 Coordinate the identification of potential EU exit impacts on local residents in the borough and report this in a timely and accurate manner	December 2020	Head of Policy & Culture	East of England LGA
5.2.2 Assist in the development of a new suite of online interactive forms for use by residents when conducting their business with the council as part of a wider digital strategy	March 2021	Head of Policy & Culture	--
5.2.3 Review the current bereavement arrangements within the borough to progress the provision of a new crematorium	March 2021	Head of Environment	--
5.2.4 Publish a new Place Narrative for the borough to create a sense of belonging, promote community cohesion and celebrate heritage	March 2021	Head of Planning	--

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Performance Indicators	Target	Reporting Period
The time taken to process new housing benefit / council tax benefit claims in working days	16 days	Quarterly
The percentage of critical ICT system availability during core operating hours	99.50%	Quarterly
The percentage of responses made to all Freedom of Information Act requests within the statutory deadline of 20 working days in accordance to Information Commissioner guidance arising from Covid-19 and its impact on public authorities	50%	Annually

5.3 Promoting equality and fairness

Project	By When	Lead Officer	Partner Organisation(s)
5.3.1 Following a review of our revenues and benefits service in 2019-20 implement the recommendations of this review to improve the customer journey	December 2020	Head of Resources	--
5.3.2 Undertake a review of Hackney Carriage fares and if appropriate, following a consultation process and approval from members, introduce a new fare pricing system	December 2020	Head of Public Health & Protection	--
5.3.3 Continue to implement our digital strategy including the procurement of a single platform and development of a self-service portal	March 2021	Head of Resources	--

5.4 Being an employer of choice

Project	By When	Lead Officer	Partner Organisation(s)
5.4.1 Create and implement a workforce development plan to ensure the council's employees possess the necessary skills, abilities and experience to meet future service needs	March 2021	Head of Law & Administration	--
5.4.2 Improve ICT provision for employees consistent with the aims and objectives of the council's new digital strategy	March 2021	Head of Resources	--

Performance Indicator	Target	Reporting Period
The number of employee working days lost due to sickness absence per full-time equivalent member of staff	1.75 days	Quarterly

Further information about our Business Plan for 2018-21 and our performance is published on our website at www.welhat.gov.uk/performance
If you have any comments about this Action Plan, or you would like a hard copy of it, please contact:

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