

# Public Document Pack

13 July 2018

Our Ref O&S Committee -24.07.18  
Your Ref.  
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To: Members of the Committee: Councillor Cathryn Henry, Councillor Elizabeth Dennis-Harburg, Councillor Ian Albert, Councillor Kate Aspinwall, Councillor Sam Collins, Councillor Steve Deakin-Davies, Councillor Jean Green, Councillor Steve Jarvis, Councillor Ben Lewis, Councillor Paul Marmont, Councillor Gerald Morris, Councillor Michael Muir, Councillor Helen Oliver, Councillor Janine Paterson, Councillor Valentine Shanley and Councillor Martin Stears-Handscomb

Substitutes: Councillor Ruth Brown, Councillor Val Bryant, Councillor Bill Davidson, Councillor Simon Harwood, Councillor Terry Hone, Councillor Sue Ngwala and Councillor Mike Rice

You are invited to attend a

## **MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

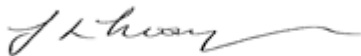
to be held in the

**COUNCIL CHAMBER, COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY**

On

**TUESDAY, 24TH JULY, 2018 AT 7.30 PM**

Yours sincerely,



Jeanette Thompson  
Service Director – Legal and Community

## **Agenda** **Part I**

<b>Item</b>	<b>Page</b>
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. MINUTES - 12 JUNE 2018</b> To take as read and approve as a true record the minutes of the meeting of this Committee held on the 12 June 2018  These Minutes are to follow.	
<b>3. NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency.  The Chairman will decide whether any item(s) raised will be considered.	
<b>4. CHAIRMAN'S ANNOUNCEMENTS</b> Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chairman of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wished to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
<b>5. PUBLIC PARTICIPATION</b> To receive petitions and presentations from members of the public.	
<b>6. URGENT AND GENERAL EXCEPTION ITEMS</b> The Chairman to report on any urgent or general exception items which required his agreement. At the time of printing the agenda, the Chairman had not agreed any urgent or general exception items.	
<b>7. CALLED-IN ITEMS</b> To consider any matters referred to the Committee for a decision in relation to a call-in of decision. At the time of printing the agenda, no items of business had been called-in.	

8. **CORPORATE PLAN 2019 - 2024 AND CORPORATE OBJECTIVES FOR 2019-2024** (Pages 1 - 18)  
 REPORT OF: SENIOR POLICY OFFICER & LEADER OF THE COUNCIL (CORPORATE POLICY DEVELOPMENT): COUNCILLOR LYNDA NEEDHAM
- To consider the report entitled Corporate Plan 2019 - 2024 and Corporate Objectives 2019 – 2024 prior to consideration by Cabinet.
9. **INFORMATION NOTE - FULL YEAR UPDATE ON COMMENTS, COMPLIMENTS AND COMPLAINTS (3CS)** (Pages 19 - 22)  
 INFORMATION NOTE OF THE CUSTOMER SERVICE MANAGER
- To provide an update on the full year (2017/18) performance in regards to the Comments, Compliments and Complaints (3Cs) for the Council and the Contractors that provide services on the Council's behalf.
10. **A NEW APPROACH TO SERVICE PLANNING** (Pages 23 - 48)  
 REPORT OF THE DEPUTY CHIEF EXECUTIVE
- To note the new approach to service planning adopted by the Senior Management Team (SMT).
11. **MEMBERS' QUESTIONS**  
 To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.
12. **RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages 49 - 56)  
 REPORT OF THE ACTING SCRUTINY OFFICER
- To consider the outcome of Overview and Scrutiny Committee resolutions.
13. **OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19** (Pages 57 - 68)  
 REPORT OF THE ACTING SCRUTINY OFFICER
- To consider the issues that the Overview and Scrutiny Committee plans to review at future meetings and the activities of its sub-groups.

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## OVERVIEW AND SCRUTINY COMMITTEE 24 JULY 2018

### \*PART 1 – PUBLIC DOCUMENT

#### TITLE OF REPORT: CORPORATE PLAN 2019 TO 2024 AND CORPORATE OBJECTIVES FOR 2019-2024

REPORT OF: SENIOR POLICY OFFICER & LEADER OF THE COUNCIL (CORPORATE POLICY DEVELOPMENT): COUNCILLOR LYNDA NEEDHAM  
COUNCIL PRIORITY: ATTRACTIVE AND THRIVING / PROSPER AND PROTECT / RESPONSIVE AND EFFICIENT

#### 1. EXECUTIVE SUMMARY

1.1 This report recommends the Corporate Plan and Corporate Objectives for 2019/24, which guides and informs the 2019/20 Corporate Business Planning Process, for approval. The updated version of the Plan acknowledges the continuing financial constraints faced by the Authority. It also acknowledges the inherent need to review on-going provision of services at their current levels to ensure they remain relevant to the community. It also reflects the aspirations to find new ways of generating revenue income to support service delivery.

#### 2. RECOMMENDATIONS

2.1 That Cabinet recommends to Full Council the continuation of the Corporate Objectives for 2019 to 2024 (as slightly amended) below;

1. *To work with our partners to provide an attractive and safe environment for our residents, where diversity is welcomed and disadvantaged people are supported;*
2. *To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage;*
3. *To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints.*

2.2 That Cabinet recommends to Full Council the adoption of the Corporate Plan 2019 to 2024 as attached at Appendix A

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The Council is required to have a suitable, high level strategic policy document to inform its corporate business planning process, and Council is required to approve the final Corporate Plan document as the formal overarching policy framework for the authority.

### **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None.

### **5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

- 5.1 No external consultation has been undertaken in the preparation of this report. The Overview and Scrutiny Committee will have considered the draft Corporate Plan at the meeting on 24<sup>th</sup> July 2018. Members will be aware that consultation is an integral part of the Corporate Business Planning process, and consultation on the individual actions and projects planned to support the Objectives will be carried out in accordance with the Corporate Business Planning Timetable and the Council's Consultation Strategy. Wherever it is available, use will be made of valid opinion research data and, where applicable, outcomes of the Districtwide Survey.
- 5.2 As in previous years, Member workshops will be held in regard to corporate business planning proposals, in addition to seeking the views of the Finance Audit and Risk Committee, the North Hertfordshire Partnership (LSP), parish, town and community councils, panel of residents, statutory partners and business ratepayers views as appropriate

### **6. FORWARD PLAN**

- 6.1 This report contains a recommendation on a key decision that was first notified to the public in the Forward Plan on the 5<sup>th</sup> June 2018.

### **7. BACKGROUND**

- 7.1 Before considering the detailed budget position for the authority, the Corporate Business Planning Process requires that the Council's high level objectives are determined. The objectives out in recommendation at 2.1 were adopted in 2015. The aspects that informed their adoption remain valid for the foreseeable future and therefore remain unaltered. As this is a living document, minor updates have been made to refresh the document.
- 7.2 The Council's budget and its objectives are inextricably linked. There is no point in having a service or key project that cannot be funded and no point in spending limited resources (including staff resources) if they are not achieving the objectives that have been set. This aligns the agreed Policy of the Council with the finances which will deliver it.
- 7.3 The Medium Term Financial Strategy (MTFS), proposed for adoption in this same committee cycle, informs the Council's budgetary position and ensures that policy and budget, especially at times of increasing financial constraint, are aligned.

## 8. RELEVANT CONSIDERATIONS

- 8.1 The Corporate Plan attached as Appendix A narrates the opportunities and risks facing the district. The plan identifies the actions the Council will carry out to ensure the Corporate Plan is being delivered. Budgets must then be allocated to ensure their achievement; this is known as 'policy led' budgeting and enables the authority to best reflect not only services it must deliver by statute, but those over which it has a degree of discretion.
- 8.2 The ongoing financial constraints make it increasingly likely that the emphasis for Council spend will be on the day to day service delivery, firstly of those services that the Council has a statutory duty to provide and secondly of those which the Council has determined are a priority to be funded.
- 8.3 The Corporate Plan therefore needs to reflect any recent changes in:
- Legislation, which may require changes to existing services, or delivery of new services
  - Capacity, since the authority has reduced headcount over recent years whilst statutory requirements placed on the authority have continued to rise
  - Financial constraints – it is expected that changes to Business Rates Retention funding and a Fair Funding Formula will be introduced in 2020/21.
  - Population – the need to plan for an ageing population which requires health, social care and Council service providers to consider how necessary support can be provided together.
  - Patterns and location of deprivation have changed in the past five years (evidenced by the Indices of Multiple Deprivation) so we should ensure that our services, and how they may be delivered, respond accordingly to these; in times of increased financial constraint it is all the more important that limited resources, both those of the Council and its partner agencies working in the local community, are directed to areas of greater need.
- 8.4 Having considered the relevant factors, the three objectives proposed to inform the Council's Corporate Budget Setting 2019/24 essentially remain the same with the slight amendment as detailed at objective 1;
- 1. To work with our partners to provide an attractive and safe environment for our residents, where diversity is welcomed and disadvantaged people are supported**
  - 2. To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage**
  - 3. To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints.**

- 8.5 Subject to Cabinet’s consideration, the Corporate Plan at appendix A will be referred to Council for adoption on 6<sup>th</sup> September 2018. All projects included in the Corporate Plan will be subject to sound business cases being provided, and specific targets established as they are introduced and the Council’s performance against these will be monitored and reported.

**9. LEGAL IMPLICATIONS**

- 9.1 Cabinet’s terms of reference include at 5.6.35 the power, by recommendation “to advise the Council in the formulation of those policies within the Council’s terms of reference”.
- 9.2 Full Council’s terms of reference provide “approving or adopting the policy framework which at 4.2.1 (f) include “Priorities/ Objectives for the District.” The Corporate Plan 2019/24 at Appendix A represents the objectives and priority areas of work
- 9.3 The Corporate objectives agreed for 2019/24 onward will provide high level reference points that will assist the Council making clear and effective decisions.

**10. FINANCIAL IMPLICATIONS**

- 10.1 There are no specific revenue implications from adoption of the objectives and the Corporate Plan although there will be both revenue and capital implications from the provision of services to support the objectives and these will be agreed as part of the corporate business planning process which will culminate in February 2019 with the setting of the budget for 2019/20.
- 10.2 It is clear that the Council will continue to face difficult spending decisions in view of the current economic climate and the continuing reduction in government support in future years and that the availability of funding will impact on the services that can be delivered. Individual projects will be costed to ensure that the overall programme of activity across the Council can be achieved within the agreed budget assigned and that there is capacity to deliver within the proposed timeframe.
- 10.3 The Council received significant capital funding from the housing stock transfer to North Herts Homes (set-aside receipts). It has supplemented this with the receipts from the sale of surplus land and buildings (capital receipts). The strategy adopted by the Council has been to concentrate capital funding on those schemes that reduce revenue costs or generate income. Over the period of the MTFS it is forecast that the set-aside receipts will all be used and therefore capital funding will have to come from capital receipts or borrowing. The availability of assets that can be sold to generate capital receipts is also reducing. It is therefore important that any agreed capital projects reflect corporate priorities, to ensure effective use of diminishing capital resources particularly in view of the fact that capital spend is also required to maintain existing service provision.

**11. RISK IMPLICATIONS**

- 11.1 Adoption of the Corporate Plan and within it the Council’s objectives for 2019/24 commences the Council’s Business Planning processes for the next financial year. A robust Corporate Business Planning process is key to managing the Council’s top risk of “Managing the Council’s Finances”.



**12. EQUALITIES IMPLICATIONS**

- 12.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 In setting its Corporate Objectives, the council is seeking to address equality implications in the services it provides and through the remainder of the Corporate Business Planning Process will carry out Equalities Impact Assessments for those Efficiency or Investment options that are taken forward.

**13. SOCIAL VALUE IMPLICATIONS**

- 13.1 The Social Value Act and “go local” policy do not apply to this report.

**14. HUMAN RESOURCE IMPLICATIONS**

- 14.1 There are no additional human resource requirements arising from this report other than the capacity issue raised at paragraph 8.3. The resources needed to deliver services are considered and addressed through the Corporate Business Planning process. Once these objectives are agreed for retention, then all staff will be reminded of them.

**15. APPENDICES**

Appendix A – Corporate Plan 2019-2024.

**16. CONTACT OFFICERS**

- 16.1 Reuben Ayavoo, Senior Policy Officer  
[reuben.ayavoo@north-herts.gov.uk](mailto:reuben.ayavoo@north-herts.gov.uk) ; ext 4212

**17. BACKGROUND PAPERS**

- 17.1 None.

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# **Corporate Plan 2019/2024.**

## NORTH HERTFORDSHIRE – THE DISTRICT AND ITS OBJECTIVES

### **OUR VISION: Making North Hertfordshire a vibrant place to live, work and prosper.**

The Council is committed to working with its local communities to continue delivering good quality services that reflect the local priorities and resources which we and our partners have available to us. We use a range of information to identify priorities and planning for the future such as consultation with our residents, local businesses, population and other data as shown in the Appendix “Our Community”.

This Corporate plan considers the nature of North Hertfordshire District, its residents, potential changes in the future, challenges and policies and principles designed to meet the needs of our community now and in the future.

There are three objectives for the Council for 2019/2024 which are:

- **To work with our partners to provide an attractive and safe environment for our residents, where diversity is welcomed and disadvantaged people are supported.**
- **To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage.**
- **To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints.**

We continue to deliver a wide range of services both ‘statutory’ and ‘non-statutory’ on a day to day basis.

Among the numerous ‘statutory’ duties, some of which are provided at levels beyond the statutory minimum are:

- Waste collection from over 57,000 households
- Recycling almost 60% of waste collected
- Street cleansing over 400<sup>1</sup> miles of roads
- Food inspection of around 1,000 premises<sup>2</sup>
- Collecting council tax and Business rates from almost 57,250 homes and 4,400 businesses
- Planning for the second largest district in Hertfordshire at 145 square miles.
- Issuing of approximately 2,150 licences to premises and licenced individuals, around 550 licences to taxi and private hire vehicles and drivers and in the region of 850 temporary licenses to premises/individuals
- Homelessness provision
- Housing Benefit to around 6,800 claimants
- Regulation e.g. Parking, Fly-tipping

Among the numerous ‘non statutory’ services we provide are:

- Leisure centres in Hitchin, Letchworth and Royston
- Five swimming pools including 2 outdoor pools
- Maintenance of 100 hectares of parks and gardens
- ‘Splash’ parks in the four towns.
- Museum provision in the new North Hertfordshire Museum in Hitchin
- Local information and signposting to other services and providers

<sup>1</sup> North Hertfordshire Infrastructure Delivery Plan to support the North Hertfordshire Local Plan 2011 - 2031

<sup>2</sup> <http://ratings.food.gov.uk/authority-search-landing/en-GB/159>

- Active Communities events
- Collection of garden waste

Underpinning the provision of these services are the following considerations:

- Providing value for money to residents.
- Actively engaging in partnerships, shared services or alternative delivery models.
- Seeking new service provision which can generate income for re-investment by the Council to protect long term delivery of non statutory and other Council services.
- Prioritising consideration of the impact of any service changes or introductions on service users.

**None of these objectives can be addressed in isolation as each impacts upon the other, as described below.**

### **OBJECTIVE 1. Attractive and Thriving**

**To work with our partners to provide an attractive and safe environment for our residents where diversity is welcomed and disadvantaged people are supported.**

#### **An Attractive Environment.**

The Council has a large public realm in both the rural and urban areas of the district. Considerable resources are used to maintain and improve these areas and we are committed to working with organisations such as Groundwork, the Countryside Management Service, community and 'Friends' groups to ensure that North Hertfordshire remains an attractive and thriving place to live.

Illustrative of this policy are:

- Ensuring that our renewed waste and street cleansing contracts continue to provide as efficient and effective a service as possible whilst continuing to maintain recycling rates
- Providing joint delivery of waste, street cleansing and recycling service including the most efficient means of transportation and disposal with East Herts District Council
- Delivering identified improvements to green spaces to include
  - Construction of pathway and roadway, Wilbury Hills Cemetery, Letchworth.
  - Renovation of play area, District Park, Great Ashby
  - Improvements to car parking and bridge access at Walsworth Common Hitchin
  - Replacement of items of play equipment at Chiltern Road Baldock
  - Review of investment in green space across the district to ensure it is properly aligned to usage
- Investigating a range of options to improve the use of Council assets
- Designating air quality management areas in Hitchin to address the improvement of the air quality of the area – Stevenage Road and Payne's Park.
- Grant funding organisations sharing in the delivery of our objectives

#### **A Safe Environment**

The residents of North Hertfordshire have identified low levels of crime as the most important consideration. The Council helps build a safe environment through our Community Safety Partnership. North Hertfordshire has the third lowest crime figures compared to the rest of the county with 55.8 crimes per 1,000 of the population compared to 69.7 per 1,000 of the population for Hertfordshire.<sup>3</sup>

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<sup>3</sup> <https://www.police.uk/>

Whilst the recorded crime rate has increased across the districts; with North Hertfordshire experiencing a considerably lower crime rate than most, the reporting of domestic abuse is on the rise. This may represent an increase in real terms or a reflection of a greater confidence to report incidents knowing their concerns will be taken seriously.

- We will continue to work closely with our Community Safety Partnership and support providers. Regular consultations with Hertfordshire Police with members through the committee structure
- Support for community groups such as 'Street Angels, Hitchin' (who patrol Hitchin Town Centre at weekends assisting late-night revellers) and others concerned with community safety also assists in creating and maintaining a safe environment.

## Welcoming Diversity

North Hertfordshire has good community relations and works closely with and provides financial support to the North Herts Minority Ethnic Forum to ensure that our various ethnic groups integrate into the area.

As part of the Council's zero-tolerance approach to hate crime, North Hertfordshire District Council has recently become a third party reporting centre (This third party reporting centre is a safe place where victims and witnesses to a Hate Crime, or incident, can safely and confidentially make a report without going directly to the police) by:

- Designating Hate Crime Champions who are on hand to assist any member of the public wishing to make a report of hate crime through the Council.
- Maintaining the framework instituted for dealing with issues relating to vulnerability, radicalisation and exposure to extreme views. The Tackling Extremism and Radicalisation guidance acknowledges that we are well placed to be able to identify safeguarding issues and this guidance clearly sets out how the council will deal with such incidents and identifies how our vision underpins our actions.
- Conducting an annual review of all relevant council decisions which have equality implications and ensure the annual cumulative equality assessment is publicly available.

The substantial increase in the number of residents over the age of 70 requires consideration of future services supporting older people to live independently. The Council developed 'Careline' which provides assistive technology for North Hertfordshire residents and works in partnership with a number of other organisations in the region to support independent living services. We are working with our partners to consider how best to support carers and those living with dementia. The new multi-agency Dementia Alliance and Hertswise collaboration with Age UK [Herts] is in the early stages of development and aims to maintain and develop support for those affected by dementia over the medium and longer term. We are active members of this development and will -

- Continue the expansion of independent living services
- Continue the work with Dementia Alliance and Hertswise

The combination of the Better Care Fund and the Disabled Facilities Grant by central government supports the provision of better conditions and services for the elderly and disabled.

Locally, we provide support through our Careline scheme which has continued to expand across and outside Hertfordshire and enables older residents to live at home longer independently. Satisfaction with this service at over 99% is exceptionally high.

## **Supporting Disadvantaged People.**

North Hertfordshire is a prosperous area, however, it does contain three areas classified as 'most deprived'. North Hertfordshire is also an expensive place to live. The Council is committed to tackling housing need through the provision of affordable housing through the planning process. We are also committed to working with our health and other partners to identify and address homelessness, recognising the link between poor living conditions, rough sleeping and mental and physical health conditions. Partners in this include 'settle' (previously known as North Hertfordshire Homes) and the Sanctuary, a homeless hostel in Hitchin. The Council seeks to minimise the use of bed and breakfast and works with its housing partners, such as North Herts Homes, to secure high quality temporary accommodation.

We will

- Provide access to debt and budget management advice including through the Citizens Advice service which we continue to significantly fund to address the pockets of deprivation. We also provide support to the Black Squirrel Credit Union, a local volunteer credit union who provide low cost loans.
- Continue to offer apprenticeship and work experience in a range of services to provide a step on the career ladder.
- Use the Planning process to deliver affordable housing
- Continue work with partners to address homelessness.
- Improve on-line benefit claims and payments to better serve those most in need.

## **OBJECTIVE 2: Prosper and Protect**

**To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities whilst remaining mindful of our cultural and physical heritage.**

### **Sustainable Growth**

In order to ensure there was sufficient land available to meet future housing targets the Strategic Housing Land Availability Assessment [SHLAA] was undertaken and this informed the Local Plan. A wide ranging consultation process took place on potential sites eliciting thousands of responses from residents which were incorporated in the plan.

We recognise that tensions exist in creating opportunities for growth to sustain the local population, the impact on rail and road networks and the green and open spaces so important to our residents.

- We will review both existing and future green space provision.
- The emerging Local Plan provides an increase in designated green belt land from 38% to around 47%
- Conclude the review of the Council's Car Parking Strategy to ensure it supports our corporate objectives.

We will continue to promote schemes with our partners to increase energy efficiency of residents' homes and reduce use of water, generated power and increase our sustainability for the longer term.

- We will maintain the six electric charging points for vehicles and install more where funding permits

The refurbishment of the District Council Offices will substantially reduce its carbon footprint by

- the incorporation of renewed Curtain walling to improve thermal performance and
- new low energy cooling & ventilation to significantly reduce energy consumption in the building
- increased usage of energy efficient LED lighting in our buildings where feasible.

### **Economic and Social Opportunities**

The district has a considerable daily outflow of commuters to both London and increasingly to Cambridge.

Johnson Matthey, NHDC, Altro and the retail and hospitality sectors constitute our largest employers. We work with the Local Enterprise Partnerships [LEP], the business sector, three Business Improvement Districts [BID] companies to identify opportunities for inward investment to increase our employment base and encourage new enterprise.

We will

- Continue to implement our Economic Development Strategy for the district including the provision of an Economic Development Officer to work closely in partnership, increasing inward investment and business development opportunities.
- Exploit the opportunities offered by new enterprise zones
- Continue to support local business through our Go Local Policy – for 2017/18 38% of our total spend on goods and services was spent with suppliers with an NHDC postcode.
- There is a changing environment within our Town Centres. We will be specifically looking at working with our relevant stakeholders to find sustainable solutions.

Three of our four towns have BID companies. These companies use the additional business rate levy and individual memberships to contribute to various activities including:

- Community cinema in Royston
- Tourist information
- Street wardens
- Trade recycling
- Food fairs
- Street entertainment
- Festivals

We will continue to work with these companies.

### **Cultural and Physical Heritage**

We aim to ensure North Hertfordshire is a place where people can prosper and we protect our heritage.

This aim is delivered through:

- Progressing the Local Plan through to adoption
- Following the redevelopment of the Council's office accommodation, explore opportunities to share that accommodation with other partners to increase financial and resource efficiency.
- Support North Herts Homes' regeneration of John Barker Place, Hitchin to provide new homes and better shops.
- We will be reviewing the provision of social housing with all of our social housing providers. Our aim is to ensure good provision within the context of the emerging Local Plan



- Agree projects for delivery of improvements to urban and rural community facilities through the £1m Capital Enhancement Fund.
- Support Community events and local organisations through provision of relevant officer support.

### **OBJECTIVE 3: Responsive and Efficient.**

**To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints.**

#### **Cost Effective and necessary services**

Over the last few years the percentage of our overall funding that we receive from government has fallen from around 40% to under 20% (forecast for 2019/20). This means that we are increasingly dependent on Council Tax to support the Council's activities but even this is subject to government constraints. We have a statutory requirement to balance our budget and to do this, we can either increase income from fees and charges, seek ways to reduce the cost of providing the services that we deliver as part of our general activities or cease providing some non-statutory services where they are no longer affordable. This means that we continuously review the services we provide to ensure that they remain necessary and are delivered as efficiently as possible. We also seek to develop new income streams through our commercialisation agenda where we believe that these will be of value to our residents

#### **A Responsive Council**

The Council's 'districtwide survey' shows:

- 83% of respondents believe the way the Council runs its services remains high against the latest Local Government Association benchmark of 67%
- 79% believe that the services provided by NHDC are of good quality

The Council is responsive to local and developing need currently through partnership working e.g. membership of the Local Strategic Partnership (LSP) encompassing Hertfordshire County Council, North Hertfordshire Centre for Voluntary Services, Hertfordshire Constabulary, Hertfordshire Fire and Rescue Service, North Hertfordshire Minority Ethnic Forum, Hertfordshire Local Enterprise Partnership, Chamber of Commerce, North Herts Homes, Citizens Advice and the East and North Hertfordshire Clinical Commissioning Group.

The Council will seek to enhance community engagement with residents, Parishes and local organisations through surveys of local residents and through the work of local elected Members.

#### **Commercialisation.**

The Localism Act and the Deregulation Act provide opportunities for 'commercialisation' such as Careline. The Council believes that commercialisation is a key component to providing the Council with the resilience it needs in the light of the expected continuing reductions planned cuts to local government funding from 2020.

Over the past 3-4 years NHDC has altered the way in which it works and undertaken new activities based on maintaining and/or improving customer service, providing efficiencies and increasing the resilience of our services.

These include:

- Leisure Centres: contracted out to Stevenage Leisure Ltd. Reversal of financing from -£500k to +£500K during the contract period
- Waste: Outsourced initially in 2003/4. Shared waste service with East Herts is starting to deliver a substantial saving to NHDC.
- Careline: Established by NHDC approximately 35 years ago this service was provided at a net cost of between £100K -£330K per annum. As part of a business transformation plan, the Council entered into a strategic partnership with Hertfordshire County Council; it now operates at no net direct cost to the Council and helps over 220 new clients per month. Careline currently support in excess of 16,000 people in Hertfordshire.<sup>4</sup>
- Building Control: a building control business has been established in conjunction with six other local authorities to deal with both local authority and private sector work. This is providing resilience and staff retention benefits.
- Legal Services: legal services have been offered to other local authorities for 18 months. This brings income to the Council and provides career development opportunities for staff hence assisting our recruitment and retention service.
- Refurbishment of the Council's offices providing the potential for lettings and room hire income.

Potential future development:

- Provision of a crematorium: Working with the private sector to provide and develop the provision.
- Creation of a Property company. Over 30 LAs currently have property development companies where the Local Authority can use the amounts generated to support ongoing service delivery.

The Council has appointed a new Commercialisation Service Director and that Directorate will explore these opportunities and others as they arise.

The Council owns a number of local assets and will continue to achieve best consideration from them in maintaining and managing them and may choose to do this through:

- Direct and indirect service provision
- Commercial Rental
- Operation by local groups
- Transfer to local, viable community organisations
- Exploring opportunities to share assets through the county-wide Hertfordshire Property Partnership which brings District and County Council, Police and Health colleagues together to look at optimal use of property,

We will work with our partners in Public Health Hertfordshire to improve the health and wellbeing of our communities by integrating health into the work of all our services, continuing to offer opportunities for physical exercise and use of outside space and monitoring food hygiene and air quality.

We aim to ensure North Hertfordshire is responsive and efficient and aim to deliver this objective by:

- Continuing to explore alternative options for effective and more efficient service delivery wherever possible, including through on-line self-service opportunities, partnership, joint working or 'commercial' models where they are appropriate.
- Working with our contractors Stevenage Leisure Ltd.
- Continuing to extend Careline.

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<sup>4</sup> <https://www.care-line.co.uk/services/community-alarm.aspx>

- Working with health partners to optimise opportunities for older residents to remain living independently but well supported at home including a programme to provide nutritional education for single older people in sheltered accommodation
- Working with community and voluntary sector partners to facilitate appropriate integrated services for those being cared for and their carers.
- Working through our leisure providers, schools and Sports England funded schemes to ensure that children/young people are offered the opportunity to increase activity to prevent long term ill health.
- Continuing to play a full part with Smoke Free Hertfordshire to reduce the incidents of smoking in adults and young people.
- Continuing to progress the Building Control Company ' Hertfordshire Building Control' with six other Hertfordshire authorities.
- Optimising use, management and profitability of the Council's assets.
- Reviewing resources, including management structure, to ensure the Council continues to deliver key services cost effectively.
- Increasing awareness of opportunities for volunteers [formal and informal] through:
  - The Council's Outlook magazine
  - The Council's website
  - Social media
  - Working with partner agencies
- Reviewing how the Council and its partners can be better engaged with and build capacity for its communities and in doing so increase awareness of how to become more engaged with and in the democratic process.

#### **PERFORMANCE MONITORING AND REPORTING.**

- All projects will be subject to a sound business case being provided
- Specific targets will be established as projects are introduced and the Councils performance against these monitored and reported.

This will be done quarterly through the Council's Senior Management Team and the Overview and Scrutiny Committee. Any exceptions in regard to delivery of a top risk project are reported to the Council's Cabinet as necessary under their terms of reference. General project risks are reported via the Council's Risk Management Group and onward to Finance Audit and Risk Committee. Details of dates, times and agenda for meetings are available at [www.north-herts.gov.uk](http://www.north-herts.gov.uk)

## Our Community.

- Population ONS mid year 2016 132,700
- Population density 3.54 per hectare [Hertfordshire average 7.16]
- Large rural area
- Four main towns Baldock, Hitchin, Letchworth Garden City and Royston
- 24 wards
- The population projections suggest an increase of approximately 32,600 (24.89%) in population in North Hertfordshire District over the 25 year period from 2014 to 2039. The biggest increases in population are estimated to be the age ranges for those over 70 and over all the way through to those 90+ years of age.
  - Factors influencing this are increased longevity, social patterns, and the attractiveness of district.
- The median age of both the UK and North Hertfordshire population is 40
- The life expectancy at birth for a resident in the North Hertfordshire District between 2013-2015 was 80.8 years for men and 83.1 years for women. (ONS).
- Lowest life expectancy area for males Hitchin Oughton, 76.1 years<sup>5</sup>
- Highest life expectancy for females Royston Meridian, 89.1 years
- In 2016, the smoking prevalence in Adults was recorded as 8.1% as compared to 15.5% in England<sup>6</sup>
- The percentage of overweight and Obese Children aged 10-11 in north Hertfordshire is 28.2%; this compares to 29.4% average of Hertfordshire and 34.2% for England
- 54.4% of adults are physically active. 57% of Adults are active in England.
- The mortality rate for cardiovascular disease for people aged 75 and under in North Hertfordshire (between 2013-2015) was 65.75 per 10,000 slightly above the Hertfordshire average(65.57) and below the England average of 74.65%.
- In 2011, 1,030 people in North Hertfordshire District stated that their general health was "very bad". That was 0.81% of the resident population. Also 19,182 people stated that they had a long-term health problem or disability that limited their day-to-day activities to some extent. That was 15.1% of the resident population<sup>7</sup>
- Projected population changes 2014-2039
  - 70-74 years an increase of 2,000 residents
  - 75-79 years an increase of 3,000 residents
  - 80-84 years an increase of 2,000 residents
  - 85-90 years an increase of 2,000 residents
  - 90+ years an increase of 3,000 residents<sup>8</sup>
  - In real terms each band would increase by 2,000-3,000 people by 2039
- In the 2011 Census, 10.1% of residents in North Hertfordshire District stated that they provide unpaid care. (This was a total of 12,805 people). In comparison, 9.7% of residents across Hertfordshire and 10.2% of residents in England provided unpaid care in 2011.<sup>9</sup> Furthermore,

<sup>5</sup> Public Health England; Life expectancy, based on Office for National Statistics mortality statistics

<sup>6</sup> Public Health England. 2016. Health Profiles (Online).

<sup>7</sup> Office for National Statistics, 2011 Census, Table KS301EW.

<sup>8</sup> Office for National Statistics Subnational Population projections for Local Authorities in England (mid 2014 to mid 2039)

<sup>9</sup> <https://www.nomisweb.co.uk/>

1.8% (2,343 people) of the residents in North Hertfordshire District were providing 50 or more hours per week of unpaid care.

- National record of Multiple Deprivation [IMD] rank five of our areas as being deprived using a measure of seven factors; level of income, access to adequate housing, employment, health, education, crime and deprivation factors affecting either the youngest or eldest. 32,844 neighbourhoods (also referred to as Local Super Output Areas, LSOAs<sup>10</sup>) ranked nationally; the top 20% are seen as most deprived. The first 3 areas listed below fall within the top 20% most deprived and the last two fall just outside the top 20% most deprived.
  - Letchworth South East 5,822 out of 32,844 LSOAs (refers to North Hertfordshire 009c area. This area is around the Woolgrove school, in Letchworth)
  - Oughton Hitchin 6,681 out of 32,844 LSOAs
  - Letchworth South East 7,062 out of 32,844 LSOAs (refers to North Hertfordshire 009b area. This area is around the Ivel Court shops in Letchworth)
  - Letchworth Wilbury 7,262 out of 32,844 LSOAs
  - Letchworth Grange 8,368 out of 32,844 LSOAs.<sup>11</sup>
- In 2011, the proportion of the total population that were in a minority ethnic group (i.e. not White-British) was 15.12%. (compared to 19.18% in Hertfordshire, 14.72 in the East of England and 20.25 in England).

## Our Financial position

The Council has faced considerable budget pressures over a number of years as government funding has reduced throughout the years of austerity. The position with regard to proposed changes to funding support for local Government remains uncertain. The Council's Medium Term Financial strategy (for the period 2019/20 to 2023/24) highlights that we will need to be ready for future reductions that could arise from changes to Business Rates Retention models, the Fair Funding formula and New Homes Bonus allocation. Our reserve levels could be used to provide some time to react to any changes.

## Conclusions and trends.

1. The Council needs to ensure that the Corporate Plan reflects changes to our District.
2. The financial constraints placed upon the Council.
3. The Council recognises the challenges in North Hertfordshire and the additional cost that will be incurred by:
  - An ageing population
  - Increasing demands on care services
  - Specific health concerns – obesity, smoking and helping the growing older population maintain their health.
  - Pressure for substantial housing growth
  - Maintaining and enhancing a cohesive community.
  - Addressing the needs of our separate towns and Parishes
  - Addressing areas of deprivation
  - Encouraging employment opportunities

<sup>10</sup> Lower Super Output Areas (LSOAs) are a sub-ward area that has on approximately 1,600 people within it. There are 82 LSOAs in North Hertfordshire and 690 LSOAs in Hertfordshire.

<sup>11</sup> Department for Communities and Local Government – OpenData Communities

4. The Council recognises that the Corporate Plan is a “live” document which will develop over time.
5. The Council recognises that implicit in addressing these issues is a commitment to partnership working, shared services, economy of scale, commercialisation and seeking efficiencies where possible.

**OVERVIEW AND SCRUTINY COMMITTEE  
24 JULY 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**INFORMATION NOTE: FULL YEAR UPDATE ON COMMENTS, COMPLIMENTS AND COMPLAINTS (3CS)**

INFORMATION NOTE OF THE CUSTOMER SERVICE MANAGER

EXECUTIVE MEMBER – COUNCILLOR MRS LYNDA NEEDHAM

**1. SUMMARY**

1.1 This information note is to provide an update on the full year (2017/18) performance in regards to the Comments, Compliments and Complaints (3Cs) for the Council and the Contractors that provide services on the Council's behalf. This briefing note accompanies the 3Cs dashboard at Appendix A.

**2. INFORMATION TO NOTE**

2.1 3Cs have decreased in recent years and that continues to be the case for 3Cs reported directly to the Council in respect of compliments and complaints. However there has been a significant increase in comments during this period mostly attributed to the changes to the waste service.

2.2 3Cs reported to our contractors have increased; this is due to an increase across the leisure centres following the installation of feedback software which has encouraged and captured higher levels of customer feedback.

2.3 Areas that saw an increase in 3Cs were waste in relation to the news about the service change. 184 out of 229 comments were for the waste service, with the majority being received in response to activity around the service change, for example 80 comments were received in February when the sign up service started. Grounds maintenance received 18 comments, which were mostly about the removal of dog bins.

2.4 The contractors that provide key services on our behalf, including waste and recycling, grass cutting and leisure facilities have very high levels of customer interactions and deliver services that all North Hertfordshire residents will experience, and therefore receive the highest levels of customer feedback.

2.5 The summary dashboard at appendix A shows the key 3Cs data for the contractors alongside the numbers of annual bin collections and the number of visitors the leisure facilities received in this reporting period.

2.6 In addition to the 3Cs recorded formally the Get Active service and the Meet and Eat have received 103 compliments and 53 comments about the schemes they have run, these are recorded locally and are in addition to the figures above.

- 2.7 The Local Government Ombudsman received nine complaints during this period across a range of service areas, the table below summarises the LGO decisions on those complaints:

<b>Service (as classified by the LGO)</b>	<b>LGO Decision</b>
Benefits and Tax	Closed after initial enquiries, out of jurisdiction
Planning and Development	Not Upheld, no maladministration
Environmental Services and Public Protection	Not Upheld, no maladministration
Corporate Services	Closed after initial enquiries, no further action
Planning and Development	Not Upheld, no maladministration
Planning and Development	Upheld, no maladministration
Housing	Closed after initial enquiries, no further action
Planning and Development	Not Upheld, no maladministration
Benefits	Not upheld, (draft decision)

- 2.8 Complaints that are escalated to the LGO are usually complex and will usually have exhausted our own complaints procedure. The complaint that was upheld, with no maladministration was reported in more detail in the half year update.

### **3. NEXT STEPS**

- 3.1 3Cs performance will continue to be monitored and reported to SMT quarterly and Overview and Scrutiny six monthly.

### **4. APPENDICES**

- 4.1 Appendix A – Dashboard  
4.2 Appendix B - Breakdown by service area

### **5. CONTACT OFFICERS**

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### **6.. BACKGROUND PAPERS**

- 6.1 None



## BREAKDOWN OF 3CS BY SERVICE

	Comments	Compliments	Complaints
Committee and Member Services	0	1	2
Electoral Services	2	2	6
Communications	1	1	0
Customer Service Centre	1	4	0
Grounds Maintenance	17	15	5
Leisure	2	1	2
Parking Services	10	2	17
Parks and Open Spaces	1	4	6
Waste Management	184	25	30
Benefits	0	4	13
Information Unit	0	0	1
Post & Admin	0	2	0
Property Services	1	0	2
Revenue Technical	1	0	0
Revenues Billing & Recovery	7	3	19
Building Control	0	2	2
Careline	0	60	0
Community Safety	0	1	0
Environmental Health Commercial	0	2	6
Environmental Protection	0	2	4
Housing Needs	0	6	9
Licensing & Enviro-Crime	0	1	6
Planning Control & Conservation	1	11	31
Planning Policy	1	0	4
Private Sector Housing	0	0	2
<b>NHDC Totals</b>	<b>229</b>	<b>149</b>	<b>167</b>
Contractor Data	Comments	Compliments	Complaints
Waste (Veolia)	6	52	265
Grounds (John O'Connor)	0	0	13
North Herts Leisure Centre	157	198	157
Hitchin Swim Centre	61	106	48
Royston Leisure Centre	21	24	15
<b>Contractor Totals</b>	<b>245</b>	<b>380</b>	<b>498</b>
<b>Grand Totals</b>	<b>474</b>	<b>529</b>	<b>665</b>

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**OVERVIEW AND SCRUTINY COMMITTEE  
24 JULY 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: A NEW APPROACH TO SERVICE PLANNING**

REPORT OF THE DEPUTY CHIEF EXECUTIVE  
EXECUTIVE MEMBER : N/A  
COUNCIL PRIORITY : RESPONSIVE AND EFFICIENT

**1. EXECUTIVE SUMMARY**

- 1.1 In May 2018, the Council published a four year Service Delivery Plan managed by the Senior Management Team, which outlines the high level work programme and priorities for the Council, taking into account the Council's vision for the next four years. It describes how objectives will be achieved within a robust monitoring framework and in the context of the Corporate Plan and Medium Term Financial Strategy.
- 1.2 The Service Delivery Plan is a four year plan, but it will be updated annually and reviewed every six months. Also published are individual Service Area Action Plans, which form the basis of each department's work programme for the coming years. This new approach replaces the previous annual service area Service Plans.

**2. RECOMMENDATIONS**

- 2.1 That the new approach to service planning be noted.
- 2.2 That the interim review of the Council's Consultation Strategy be noted and the Committee requests that it be taken into account by the Task and Finish Group which considers the subject of Consultation.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 The Committee is asked to note the new approach to service planning adopted by the Senior Management Team (SMT), so that they are aware of the processes in place within the organisation.
- 3.2 In response to the District Wide Survey results regarding consultation, an immediate interim review of the Consultation Strategy was undertaken, intended to be a light touch review prior to the Task and Finish Group on consultation which will of course produce its own recommendations in due course.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The previous approach to service planning could have been continued, however the Senior Management Team felt that a fresh approach would be beneficial, for the reasons set out in section 7 below. The approach of other authorities to service plans was considered, which showed numerous alternatives, however the approach chosen was considered to be the best fit for the organisation, the staff, the members and the public.

## **5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

- 5.1 As the service planning process is internal to the Council there is no requirement to consult. The Political Liaison Board were briefed on the new approach on 23 April 2018 and all members were informed of the new approach via MIS note on 11 May 2018.

## **6. FORWARD PLAN**

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

## **7. BACKGROUND**

- 7.1 The Service Plan is an important document, providing a link between the Corporate Plan and Medium Term Financial Strategy and the targets set with staff during Regular Performance Reviews. It is part of the 'golden thread' that links the Council's priorities with the work on individual members of staff.

- 7.2 The approach to Service Plans which has been in place for a number of years can be summarised as:-

- Single year plans
- 11 service plans across the Council, each with action plan, assurance statement and budget information appended
- Overly bureaucratic and formulaic approach
- Little ongoing in year benefit to the plans except for the action plans and SWOT/PESTLE analysis

- 7.3 SMT on 28 November 2017 discussed the existing service plan process and agreed the need for change. The principles agreed were:-

- A single, streamlined, SMT led service plan
- The service plan would be for a four year period, updated annually and reviewed every six months
- A single managers' assurance statement, agreed by SMT
- Individual action plans for service areas to be appended to main plan
- Retain the use of SWOT/PESTLE analysis, potentially including the Senior Management Group (SMG) in that discussion

- 7.4 SMT on 6 February 2018 agreed the structure of the new renamed Service Delivery Plan (including Assurance Statement), the approach to the Service Area Action Plans and the timetable for completing the service planning process. Following that meeting the revised Action Plan template was circulated as was the questionnaire to inform the Service Delivery Plan and Assurance Statement discussions.

## 8. RELEVANT CONSIDERATIONS

- 8.1 The Service Delivery Plan has been published on the Council's website at [www.north-herts.gov.uk/home/council-data-and-performance/service-delivery-plan](http://www.north-herts.gov.uk/home/council-data-and-performance/service-delivery-plan) . For Members ease of reference the Service Delivery Plan is attached at Appendix A, however the Service Area Actions Plans have not been attached and can be viewed online. Please note the Action Plans will be realigned to the new Service Director areas of responsibility as part of the implementation of the new senior management structure. Once these realigned Action Plans are available they will replace the current plans on the website. The process followed through the service planning process is set out on the first page of the Plan.

### **Service Delivery Plan**

- 8.2 The plan was deliberately renamed in order to differentiate it from the previous approach and to emphasise that it is about the delivery of services, rather than a policy document setting a framework for our approach. A four year period was chosen for the plan so that it was consistent with the Corporate Plan and MTFS. Recognising the difficulty in forecasting beyond the immediate period for the purposes of the key activities and project years 3 and 4 are combined into one entry. Where there are overlaps with other documents these are linked to, rather than their content repeated. Included within the Service Delivery Plan is the Assurance Statement which identifies areas which require improvement.
- 8.3 SMT agreed that in order to inform and populate the Service Delivery Plan and Assurance Statement a questionnaire would be circulated to all Heads of Service/Corporate Managers to ensure views were properly canvassed. The template questionnaire is attached at Appendix B. The completed questionnaires were discussed at SMT and relevant points included within the Service Delivery Plan. The completed questionnaires will not be published.
- 8.4 One of the key issues identified during the service planning process was the results of the recent District Wide Survey, which were reported to the 20 March 2018 Overview and Scrutiny Committee meeting. Officers are aware that a Task and Finish Group on Consultation is on the work plan, however with no date yet set for that work it was felt that an interim review of the Consultation Strategy should be undertaken. That interim review is attached at Appendix C and includes a number of recommendations which have been endorsed by SMT.
- 8.5 As with the previous approach to Service Plans the Service Delivery Plan has been published on the Council's website, together with the Service Area Action Plans, as explained in paragraph 8.1 above. It is hoped that for those members of the public who are interested, this new approach is easier to read and understand than the previous approach.

## **Service Area Action Plans**

- 8.6 The Action Plans have stayed in a broadly similar format to the previous template, albeit a streamlined version to focus on the most important information. All Action Plans were reviewed and discussed at SMT and the key matters highlighted for inclusion in the Service Delivery Plan. Due to the timing of the service planning process in relation to the outcomes of the senior management restructure, the Action Plans were prepared based on the old service area structure. As stated above as part of the handover arrangements from the old senior management structure to the new structure the Action Plans will be reviewed and edited so that they match the new structure. This will assist the Service Directors and their managers as they embed the new structure and undertake RPRs with staff.

## **9. LEGAL IMPLICATIONS**

- 9.1 The Committee's terms of reference include at paragraph 6.2.7(s) "To review performance against the Council's agreed objectives / priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or service areas." The Service Delivery Plan is part of the processes for setting and monitoring objectives and performance.
- 9.2 The Service Delivery Plan includes all activities of the Council, therefore it covers executive, non-executive and local choice functions. The specific legal implications of individual projects/work streams are considered as required and can include a range of legal issues including (but not limited to) planning, property, contracts, procurement or employment law issues.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 The Corporate Plan and the Medium Term Financial Strategy (MTFS) will determine the key projects to be undertaken by the Council, on top of delivering business as usual. The MTFS and the resultant revenue and capital budgets will reflect the cost implications of these plans. The Service Delivery Plan details how the Corporate Plan will be delivered so the financial implications are therefore already covered. However the Senior Management Team will prioritise what can be delivered within the staffing establishment to ensure that staffing costs are kept within budget.

## **11. RISK IMPLICATIONS**

- 11.1 A robust service planning process helps to mitigate the risk of services failing to achieve their targets. In particular the Assurance Statement appended to the Service Delivery Plan identifies a number of key areas for improvement which, if addressed, will also reduce risks to the Council.

## **12. EQUALITIES IMPLICATIONS**

- 12.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

12.2 There are no equalities implications directly related to the service planning process, however impact assessments will be needed for specific service changes/projects as they progress.

### **13. SOCIAL VALUE IMPLICATIONS**

13.1 The Social Value Act and “go local” policy do not apply to this report.

### **14. HUMAN RESOURCE IMPLICATIONS**

14.1 The service planning process is an important part of SMT’s work and is factored in to existing work plans. As stated earlier in the report the Service Delivery Plan and Service Area Action Plans are important documents used to inform discussions and set targets during the Regular Performance Review process with all staff.

### **15. APPENDICES**

15.1 Appendix A – Service Delivery Plan

15.2 Appendix B – template questionnaire

15.3 Appendix C – Interim Review of Consultation Strategy

### **16. CONTACT OFFICERS**

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16.4 Ian Couper, Head of Finance, Performance and Asset Management  
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### **17. BACKGROUND PAPERS**

17.1 The Service Delivery Plan and Service Area Action Plans - [www.north-herts.gov.uk/home/council-data-and-performance/service-delivery-plan](http://www.north-herts.gov.uk/home/council-data-and-performance/service-delivery-plan)

17.2 NHDC Consultation Strategy 2015 – 2020 - [www.north-herts.gov.uk/home/customer-services/publications-and-consultations/consultation-strategy-2016-2020](http://www.north-herts.gov.uk/home/customer-services/publications-and-consultations/consultation-strategy-2016-2020)

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NHDC SERVICE DELIVERY PLAN 2018/19

APPROVED BY	Status	Date
Senior Management Team (SMT)	Final	17.4.18

Process
<p>27/2/18 – SMT considers draft Service Delivery Plan, service area delivery plan and assurance questionnaire results and agrees relevant content for draft Service Delivery Plan</p> <p>21/3/18 – SMG completes SWOT/PESTLE analysis of the Council corporately</p> <p>27/3/18 – SMT considers service area Action Plans and SWOT/PESTLE results and agrees relevant content for draft Service Delivery Plan</p> <p>17/4/18 – SMT approve final Service Delivery Plan for 2018/19</p> <p>Week commencing 23/4/18 - Service Delivery Plan uploaded to website/intranet and communicated to staff and members</p> <p>The Service Delivery Plan covers a four year period, is updated annually and is reviewed by SMT at least every six months.</p> <p>The Service Delivery Plan will be uploaded onto the NHDC website and the Intranet. A global email will be sent to all staff to let them know where to find it. An MIS note will be sent to all Members.</p> <p>Following this, an article will be published in Insight (the staff newsletter) with a summary of key achievements in 2017/18 and key projects for 2018/19. The relevant service delivery action plans will be used by service managers to set tasks and objectives in teams' Regular Performance Reviews. Key project updates should then form part of regular face to face all staff briefings, which are planned to be put in place this year.</p> <p>When the Service Delivery Plan is uploaded onto the website, social media posts will be sent out to let people know where to find it. Following this, an Annual Review article will be put in Outlook magazine in November 2018. This will include details of the Council's performance in 2017/18 and a look to current projects and priorities.</p> <p>Executive Members and Shadow Executive Members will be briefed on the relevant service delivery action plans by the appropriate Service Director.</p> <p><b>Next review due:</b> no later than SMT 23/10/18</p>



## SECTION 1 – CONTEXT AND OVERVIEW

### A. PURPOSE OF THIS DOCUMENT

This is the Service Delivery Plan for NHDC for 2018/19. It has been written taking into account the four year vision for the Council. It describes how objectives will be achieved within a robust monitoring framework and in the context of the Corporate Plan (see <https://www.north-herts.gov.uk/home/council-data-and-performance/corporate-objectives> ) and Medium Term Financial Strategy (see <https://www.north-herts.gov.uk/home/council-performance-and-data/budgets-and-spending/medium-term-financial-strategy> )

The Plan is divided into the following sections:

- Section 1: Context, Overview and Vision
- Section 2: Service Assurance Statement
- Section 3: Service Area Action Plans

### B. VISION FOR OUR SERVICES

The Senior Management Team will ensure that the Council continues to meet its statutory obligations in supporting the Council's decision-making and governance structures and promote openness and transparency, as well as providing a professional, customer-focused service. It will also continue to respond to and implement any relevant legislative changes and ensure that these are reflected in the authority's Constitution, policies, processes and procedures.

Our vision is to provide high quality customer facing services which directly affect the communities in which we live, work and prosper.

North Hertfordshire is set to grow over the next few years, with the proposed Local Plan for the District creating an additional 16,000 homes and 6,000 jobs. With our responsibilities as the Local Planning Authority we need to guide the future development for the District and increase the economic viability of our area, through planning briefs, town centre strategies and guiding the preparation of Neighbourhood Plans. With this growing population and the continuing needs of our existing community it will be imperative to improve and initiate new methods of Community Engagement using a wider range of approaches and techniques, including identifying and engaging with groups we do not currently reach. In recent years, we have seen a marked shift in how residents communicate and interact with the Council, with visitor numbers to both the website and our social media channels constantly increasing. Against this backdrop the ongoing Channel Shift project remains critical to our future service, enabling customers to self serve where appropriate, releasing resources to deal with more complex enquiries and increased / new demand.

This Channel Shift with our customers is also reflected in how we need to work as an organisation. With the return to the District Council Offices and greater open plan working it is important that services work as paper-light as possible. Additionally our aim is for support services that allow self-service for colleagues where possible, but are backed up by professional solutions focused support where required.



### C. FOUR YEAR VIEW – KEY ACTIVIES AND PROJECTS

Each service area is required to produce a Service Area Action Plan identifying their activities and projects for the forthcoming period. These Service Area Action Plans are appended in section 3 of this Service Delivery Plan. Some of the key activities and projects within those Action Plans are set out below:-

2018/19

- Embed new senior management structure and review structures of new service director areas;
- Talent/succession planning and leadership development;
- Consider approaches to staff communication;
- Develop and deliver Gender Pay Gap Action plan;
- Apprentices Scheme changes to align with new regulations;
- Consultation on Main Modifications of the Local Plan 2011-31;
- Local Plan post 2031, including new settlement work (will continue into subsequent years);
- Facilitating neighbourhood planning;
- Representing the best interests of the Council, particularly in relation to strategic planning (will continue into subsequent years);
- Implement Mod.gov to facilitate paperless committee reports and internal management meetings;
- Embed shared waste client team with East Herts District Council, new waste collection contractor and new recycling contractor;
- Implement agreed Green Space Management Strategy and action plan;
- Early closure of accounts (by 31 May);
- Implementation of General Data Protection Regulations;
- Migration to Universal Credit Full Service;
- Production of a new Housing Strategy (including Homelessness Strategy and Tenancy Strategy);
- Delivery of a cost effective and efficient response to the Homelessness Reduction Act;
- Establish whether there is an investment opportunity in the regeneration of the Churchgate Shopping Centre, Hitchin;
- Determine future management of Hitchin Market;
- Establish companies for letting and developing housing;
- Resolve remaining issues with Hitchin Town Hall, complete the fit out and fully open the facility;
- Consider options for Royston Leisure Centre Development;
- Development of Wilbury Hills Crematorium (will continue into subsequent years);
- Explore commercial opportunities associated the growing assistive technology market both locally and regionally;
- Explore opportunities for improved resilience flowing from collaboration with other Hertfordshire councils re environmental health services;
- Review Communications Strategy and develop new 5 year Strategy 2019-23;
- Review approach to community engagement;
- Review major grant contracts with partner agencies and pursue quantifiable arrangements within any future sustainable relationships;



	<ul style="list-style-type: none"> <li>• Business Improvement Districts Re-Ballot;</li> <li>• Develop funding streams for Active Communities projects and increase number of participants;</li> <li>• Development of channel shift programme including web chat and self scanning options in Customer Services Centre;</li> <li>• Completion of Annual Governance Statement;</li> <li>• Cyber Security / Threats.</li> </ul>
2019/20	<ul style="list-style-type: none"> <li>• Adoption and implementation of the Local Plan 2011-31, including corporate approach to development and planning applications;</li> <li>• Consideration of Community Infrastructure Levy;</li> <li>• Support Planning in engaging the local communities on the outcomes emerging from the Local Plan and ensure resources and contributions are utilised effectively;</li> <li>• Development of Universal Credit Full Service;</li> <li>• Disposal of surplus assets for best consideration to generate capital receipts (ongoing);</li> <li>• Respond to consultations and determine the impact of any changes in Local Government funding mechanisms;</li> <li>• Ensure Museum Storage requirements addressed;</li> <li>• Whistleblowing policy and procedure review;</li> <li>• Review and update Climate Change Strategy in line with central government 25 year strategy as appropriate;</li> <li>• Review function of Local Strategic Partnership to effectiveness and remit.</li> </ul>
2020/21 and 2021/22	<ul style="list-style-type: none"> <li>• Migration of Working Age Housing Benefit Caseload to DWP;</li> <li>• Implementation of the Local Plan 2011-31;</li> <li>• Review of Councillor Code of Conduct, Guide, complaints handling arrangements and declaration/register of interests;</li> <li>• Prepare to adapt to the consequences of the Parliamentary Boundary Review.</li> </ul>

#### D. DESCRIPTION OF OUR SERVICES

The Senior Management Team strives to manage an effective, efficient, open and transparent workforce, which meets statutory requirements and enables the Council to deliver quality services to its residents.

The Council delivers a wide range of statutory services, for example routine waste collection, recycling, street cleansing, food inspection, collecting Council Tax and Non-domestic (business) rates, finding temporary and permanent homes for residents, emergency planning etc. We provide regulatory services making decisions on matters affecting the community as the Local Planning Authority, Licensing Authority and Housing Authority and seek to protect the community from a range of environmental, occupational and public health risks. In addition the Council delivers a number of discretionary services ie those we choose to do rather than those we have a legal requirement to deliver. Examples include operating our parks, supporting vulnerable people through the use of assistive technology, supporting the voluntary and charitable sector through advice and grant funding, leisure centres and a District Wide Museum.



These front line services are supported by other services such as legal, finance, IT and HR which enable our teams to deliver services to the community. We ensure there is safeguarding support across the organisation to ensure the Council meets its legal obligations to safeguard children and adults at risk. We source, analyse and internally promote information and research to identify economic, equality and environmental needs of North Hertfordshire communities and ensure our policies and strategies are targeted to those needs.

Services may not always be delivered by North Hertfordshire District Council alone, but increasingly in a partnership or alternative delivery models. Key partners include those in partner authorities and other Councils across the country, Urbaser (waste contract), John O'Connor (grounds maintenance contract), North Hertfordshire Homes, Countryside Management Service and Groundwork. We work to support local, County wide and wider partnerships that seek to improve the wellbeing of our local community eg through the North Herts Health and Wellbeing Partnership and Hertfordshire Public Health Board. Other key partners in the operation of the Council include County Councillors, District Councillors, Parish Councillors, local Members of Parliament, the Ministry of Housing Communities and Local Government, the Local Government Association, the East of England Local Government Association, the Local Government Ombudsman, housing associations, North Herts Centre for Voluntary Service, Citizens Advice North Hertfordshire, North Herts Minority Ethnic Forum, Youth Connexion Herts, Business Improvement Districts, Letchworth Garden City Heritage Foundation, the Police, Herts Young Homeless and the Stevenage Haven.

As part of our service we need to manage a proactive programme of communications activity across a range of channels which ensures the good work of the Council is promoted and improve resident satisfaction with the Council by ensuring they feel well informed about its work.

Effective performance management requires performance information that is robust and accurate. The use of Pentana Performance ensures that the Council applies a corporate approach to the production and use of high quality data. Performance against KPIs (Key Performance Indicators) is reported on a quarterly basis to the Overview and Scrutiny Committee.

## E. FINANCIAL OVERVIEW

The Council's budget for 2018/19 was set by Full Council at £14.7 million, which is £1.7 million less than 2017/18. The current forecast is that the budget will need to be £15.1 million by 2021/22. Whilst this is higher than the 2018/19 budget, this needs to absorb inflation and investments over that period. This means that the Council needs to deliver £3.6 million of annual savings/ income generation by 2021/22, of which £400k still has not even been identified. This assumes that there are no significant changes to the level of funding that the Council receives. It seems likely that there will be further reductions in Central Government funding from changes to New Homes Bonus, Fair Funding review and increased Business Rates retention. So overall we need to be in a position to:

- Deliver savings that have already been identified
- Identify and deliver at least a further £400k of savings/ income generation by 2021/22
- Continue to explore new ways of delivering services and commercialisation opportunities, which can be implemented ahead of any forecast changes in funding





- Ensure we remain able to respond to changing financial pressures such as the implementation and adoption costs of the Local Plan

Full Council agreed a capital programme for 2018/22 of £17.1 million. In delivering this the Council will use up the remainder of its set-aside receipts and have to sell a number of surplus land sites for use as housing. This means that any future or additional capital investment will need to be funded by borrowing. This has a significant revenue impact from borrowing costs and a minimum revenue provision. So overall we will need to:

- Keep the existing capital programme under review to ensure that the projects provide value for money
- Develop and assess business cases for all discretionary capital spend, using the assumption that it needs to be funded from borrowing
- Generate new capital receipts

## F. STAFFING OVERVIEW

The Senior Management Team structure announced in April 2018 consists of the Chief Executive, Deputy Chief Executive and six Service Directors responsible for Resources, Regulatory, Place, Customers, Commercial and Legal and Community.

At the time of writing this Service Delivery Plan the Senior Management restructure is being finalised, with the new structure commencing on 1 June 2018. The Service Directors will be empowered to undertake any subsequent structural changes within their areas to ensure future business resilience.

The Council's staffing structure contains the equivalent of 312 FTE (Full Time Employees). At the time of finalising this Service Delivery Plan the Council employs 320 people, equivalent to 278 FTE meaning there are vacancies totalling 34 FTE.

Further information on the Council's staffing structure can be obtained from the Pay Policy Statement (see <https://www.north-herts.gov.uk/home/council-data-and-performance/duties-and-allowances-senior-managers> )

The analysis conducted by the Senior Management Group identified the Council's staff as one of our key strengths and this should be recognised. The quality of our staff has enabled us to respond to the changing pressures facing local government, whilst continuing to provide quality services to our community. We need to continue to work on delivering our workforce strategy to develop our staff and ensure a resilient and flexible workforce, supported by a strong approach to recruitment and retention of staff, succession planning and supporting the management of absence, health and wellbeing. Our response to the Council's gender pay gap analysis (see <https://www.north-herts.gov.uk/home/council-data-and-performance/policies/workforce-profile> ) highlights our commitment to providing opportunities for all staff regardless of gender, age or ethnicity. Where we have a gender pay gap in senior management roles, we have plans in place to implement more leadership development and succession planning to support women considering those roles. The Senior Management Team recognise that the financial pressures on local government has meant that pay in some areas of our work is not competitive with other employers, therefore we will continue to review pay structures.



The Council has successfully operated an apprenticeship scheme for a number of years and is now seeking to expand the scope of that scheme in order to deliver at least eight apprentice starts over a rolling twelve month period, including expanding the scheme to include higher apprentices. In particular higher apprentices will be considered where we have difficulty recruiting or retaining in specialist professional roles, where use of apprenticeships can help the Council in “growing our own” staff with specialist skills.

Our most recent assessment by Investors In People included recommendations on staff communication and leadership development, points which are reflected in the actions set out in this Service Delivery Plan.

## G. LOOKING BACK

Achievements for 2017/18 include:

- Successful completion of the refurbishment of the District Council Offices, delivered by contractor on time and on budget;
- Re-letting of waste collection contract with expected significant savings to the Council's budget
- Extension and refurbishment of North Herts Leisure Centre, including new learners' swimming pool;
- Submission and examination of Local Plan;
- First neighbourhood plan to a referendum;
- Establishment of Building Control company with 6 other Hertfordshire Authorities;
- 'Behind the Scenes' tours of the Districtwide Museum since August 2017, with the museum ground floor galleries opened to visitors in October 2017;
- Wide range of events and activities at Hitchin Town Hall;
- Implementation of e-Citizen Benefits;
- Implementation of e-Billing & SMS Texting;
- Successful Volunteer Achievement Awards attracting business sponsorship and promoting both volunteering and NHDC in a positive way;
- Provided physical activity opportunities for people of all ages, exceeding targets set for both individual unique participants and total attendance through the Get Active North Herts programme;
- Delivered five projects tackling social isolation and improving nutritional intake in older people through the Meet and Eat project. The success of this project has resulted in significant expansion opportunities during 2018/19;
- Working with partners, a Home Improvement Agency has been created to assist vulnerable persons to live independently;
- Undertaken 16 successful prosecutions for the Council, including a range of prosecutions of those that endanger the public or cause environmental harm;
- Reviewed the Member Complaints Handling Procedure, produced a Guide to the Code of Conduct, amended the Councillors' Code of Conduct and provided Councillor training.

Areas identified for development, including through scrutiny, audit and assurance processes include:



- We need to consider how we engage with our communities and how we communicate with our communities, including considering different methods to our current approaches;
- We need to continue to ensure that our project management processes remain robust and properly resourced in order to ensure they are successfully delivered. We also need to continue to ensure we set realistic budgets and timelines at the outset of projects, taking into account the capacity of the Council to deliver the project, and clearly communicate any reasons for changes
- We need to continue to develop our commercialisation work, identifying and delivering new sources of income for the Council;
- We must deliver the savings that have already been identified through the budget setting process and identify and deliver at least a further £400k of savings/ income generation by 2021/22;
- We need to continue our Channel Shift project, ensuring our resources are best deployed for maximum effect;
- The action areas identified in the Assurance Statement in section two need to be addressed;
- The matters identified on the Annual Governance Statement Action Plan.

## H. OVERVIEW OF KEY RISKS

The Council has a Risk and Opportunities Management Strategy and Policy that ensures it identifies, assesses, manages, reviews and reports its risks.

Each Service Director and/or Service Manager will identify and assess the risks relating to service delivery or the Council's objectives. Officers then record these on the Council's Risk Register on Pentana Performance (the Council's performance and risk management software).

The Council calls its strategic risks 'Corporate Risks' and officers report these on a quarterly basis to the Finance, Audit and Risk Committee. Officers also present an annual report on risk management to Full Council.

The Council's approach to Risk, including the Risk and Opportunities Management Strategy 2017-20, is set out on the Council's website (see <https://www.north-herts.gov.uk/home/council-data-and-performance/performance-and-risk-management> )

The key threats identified by the Senior Management Group's analysis include budget cuts and loss of staff, with an ageing population (and workforce) and the perceived lack of engagement/consultation with the community. Opportunities identified included staff development, joint working, commercialisation, technological improvements to facilitate smarter working and the use of social media.

## I. COMMUNICATION AND CONSULTATION

The latest District Wide Survey, carried out in Autumn 2017, shows that overall the Council is performing well, with 95% of residents satisfied with the area as a place to live and 75% of





residents satisfied with the way the Council runs things. While the latter measure has seen a drop in satisfaction of 7 percentage points since 2015, it is still well above the LGA national Benchmark of 65%. It is acknowledged that maintaining or improving levels of service and mitigating impacts on our community whilst budgets continue to have to be reduced is a challenge, however this should not be used as a reason to accept falling levels of satisfaction and the Council needs to try to address this.

In general, satisfaction with services remains very high, with around 90% of residents satisfied with parks and open spaces, leisure facilities, playgrounds or multi-use games areas and Careline's community alarm service.

There were, however, some common themes that require further consideration. Of particular note were findings that only 41% of people agree that NHDC fully involves / consults residents on important issues, with 32% disagreeing with that statement. Similarly, only 46% agree that NHDC is involved and engages with the community, and only 35% of residents agree that NHDC makes an effort to find out what local people want.

A further theme for consideration is how well informed people are about the Council. Only around four in ten residents feel informed about how to get involved in local decision making (39%), what the Council spends its money on (39%) and how well the Council is performing (41%). All of these indicators have seen significant drops since the 2015 survey. Conversely, over 80% of residents expressed an interest in being informed about what the Council spends its money on and how well the Council is performing.

Following consideration of the survey results by SMT, it was agreed that an action plan would be created which specifically considers the effectiveness of corporate consultation exercises. In particular, consideration will be given to how we might utilise the Council's Citizens Panel more regularly to encourage engagement with consultation exercises. How results of consultation exercises are publicised will also be considered.

The issues of how well informed people feel about the Council are also being addressed by the creation of new channels of communication in 2018/19, including a new e-alerts / e-newsletter system that people can subscribe to and the creation of a digital magazine, which will be promoted on social media. The Council's Communications Strategy is also to be reviewed this year and these issues will be considered as part of that review.

With regards staff engagement, a staff survey will be carried out later this year. It is being timed for the Autumn when the senior management restructure will have been fully implemented and staff will have had chance to adjust to the newly refurbished Council offices. An action plan will be created to address any issues that arise as a result.



**SECTION 2 – SMT SERVICE ASSURANCE STATEMENT**

The following Service Assurance Statement has been completed for the period 2017-18 and is based on information provided by Heads of Service/Corporate Managers. Retrospective for the past financial year, it represents an assessment of the level of assurance provided by controls within the Council. These controls have been in place / were implemented during the financial year and remain in place at the date of preparation of this statement.

**Overall Assessment**

We are satisfied that with the exception of those matters detailed in the Action column below, adequate systems of internal control were in place / implemented during the financial year and are on-going. We consider the overall level of assurance for the Council based on the areas covered by this assessment to be:

- Effective

**Action Areas**

Governance Area	Action	Priority	Due date	Responsible officer
Safeguarding	Ensure staff book onto and attend required safeguarding training	Medium	End October 2018	All Service Directors
	Ensure Job Descriptions and Regular Performance Reviews meet requirements of adult safeguarding audit	Medium	End July 2018	
Staffing	Ensure resilience for roles which are specialist in nature	Medium	31 December 2018	All Service Directors
Project management	Ensure sufficient resources allocated to enable timely and successful delivery of projects	Medium	Project Initiation Document sign-off	Project Executive
Information governance	Ensure Council complies with General Data Protection Regulation requirements	High	25 May 2018	Head of Revenues, Benefits and IT
	Ensure Council complies with Law Enforcement Directive requirements	High	25 May 2018	
Managing and monitoring delivery of partnerships	Ensure robust governance arrangements for any new partnerships and work with existing partners to improve governance arrangements as required, for example Building Control Company, Home Improvement Agency, CCTV partnership, joint waste contract and Herts Waste Partnership.	Medium	31 December 2018	Relevant Service Directors
Business continuity plans	Develop with Herts Waste Partnership and East Herts DC business continuity plans that are robust in the event of waste service failure, in particular with regard to waste depots	Medium	31 December 2018	Head of Leisure and Environmental Services

We have prioritised the actions identified above as follows:

High:	Action requiring implementation as soon as possible
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NORTH HERTFORDSHIRE  
DISTRICT COUNCIL



Medium:	Action requiring implementation within 6 months
Low:	Action requiring implementation within 6 to 12 months

We take responsibility for ensuring that the above outlined actions are implemented and will, if requested, provide progress monitoring information to the Finance, Audit and Risk Committee.

APPROVED BY	Status	Date
Senior Management Team	Final	17/4/18



SECTION 3 – SERVICE AREA ACTION PLANS

# NORTH HERTFORDSHIRE DISTRICT COUNCIL

## SMT SERVICE DELIVERY PLAN Questionnaire

### 1. Introduction/Purpose

This SMT Service Delivery Plan will cover the period from 2018/19 to 2020/2021.

The Service Delivery Plan will describe how Council's Corporate Plan objectives will be achieved and support the council's three priorities as outlined below:

#### Objectives

- **Attractive & Thriving**  
To work with our partners to provide an attractive and safe environment for our residents, where diversity is welcomed and the disadvantaged are supported
- **Prosper & Protect**  
To promote sustainable growth within our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage
- **Responsive & Efficient**  
To ensure that the Council delivers cost effective and necessary services to our residents that are responsive to developing need and financial constraints

The questionnaire, below, will inform the SMT service action plan by completion of the following sections. It is divided under the following areas:

- What we currently achieve (Sections 2)
- What we intend to do over the next four years (Section 3 -4)
- Context for current performance and activities (Section 5-8)
- Assurance (Section 9)

**Please answer the questionnaire for your service area(s) and add any additional corporate wide comments as appropriate.**

### 2. Description of the Service's function

#### *Things to consider*

- *List the key activities of the team in the current civic year*

The team's objectives are to provide:

- 
- 
-

The team provides the following core functions:

- 
- 
- 

### 3. Vision for the Service

*What do we need the service to look like in four years and why? How are current and planned activities shaping this?*

### 4. Four Year view - Key activities and Projects

What key activities and projects will be delivered over the next four years? (Maximum of 4 per year)

2018/19	•
2019/20	•
2020/21 and 2021/22	•

### 5. Financial overview

Are there any specific financial challenges facing your service area(s) in the next four years, other than those generally impacting the Council?

### 6. Staffing overview

Are there any specific staffing challenges facing your service area(s) in the next four years, other than those generally impacting the Council?

## 7. Looking back at key achievements

*Things to consider when completing:*

- *Review of previous period, including highlights and areas for improvement*
- *How effective are complaints and comments monitoring procedures for the service provision, in ensuring that an appropriate response is provided and where appropriate, corrective action is taken to strengthen the system of internal control?*
- *Have there been any conflicts/potential conflicts in Council roles and duties identified if so, how have these been managed?*

During 2017-18, the team has contributed towards the achievement of corporate objectives and good governance, through the following key achievements (max 5)

- 
- 
- 

## 8. Communication and Consultation

Are there any specific communication/consultation challenges facing your service area(s) in the next four years, other than those generally impacting the Council?

## 9. Assurance

Do you have any concerns in any of the following areas for your service or corporately?  
(Answer Yes or No. If yes, provide brief details)

Compliance with legislation and regulations	
Training development and skills of staff	
Risk management processes	
Managing and monitoring delivery of partnerships	
Implementation of audit recommendations	
Compliance with procurement requirements	

Compliance with financial regulations	
Business continuity plans	
Project management	
Compliance with constitution, corporate policies, delegated decision making	
Engaging with the community	
Performance management including identifying and rectifying poor performance of service	
Data quality to support informed decision making	
DPA, FOI, GDPR	
Conduct	
Conflicts/ potential conflicts	

DRAFT



## INTERIM REVIEW OF CONSULTATION STRATEGY – MAY 2018

### REPORT OF THE COMMUNICATIONS MANAGER

#### 1. BACKGROUND

- 1.1 As part of the 2017 District Wide Survey, residents were asked to what extent they agree or disagree with various perceptions of the Council. The highest proportion of residents agree that NHDC services are of good quality (74%). The lowest level of agreement was in relation to the statement NHDC makes an effort to find out what local people want (35%), and this has seen a 13 percentage point decrease since 2015. Similarly, only 46% of residents agreed that NHDC is involved and engages with the local community and only 41% agree that NHDC fully involves or consults residents on important issues. Satisfaction with the way the Council runs things has also dropped from 82% in 2015 to 75% in 2017.
- 1.2 It should be noted that the timing of the survey could have influenced how people responded to these particular questions, as the fieldwork was carried out in October / November 2017, following a consultation and subsequent decision to introduce a charge for green waste. As 85% of people disagreed with introducing the charge, this could have influenced how people responded to questions on consultation in the survey. Similarly, the survey was carried out following the submission of the Council's draft Local Plan to the Planning Inspector.
- 1.3 Whilst the factors in 1.2 above may have influenced the response, upon consideration of the results the Senior Management Team agreed that the Communications Manager should carry out an interim review of the Council's Consultation Strategy and identify any actions which may help improve perceptions of consultation activity among residents. This is only intended to be a light touch review, as SMT are aware that the Council's Overview and Scrutiny Committee are due to schedule a Task and Finish Group on Consultation, which will also come up with its own recommendations on consultation.

#### 2. ISSUES

- 2.1 **Internal awareness of the Strategy:** The Council's Consultation Strategy 2016-2020 was approved by Cabinet in September 2015 and is designed to be used as guidance for staff when considering carrying out consultation exercises. It was discussed at a Senior Management Team meeting and is available on the Council's Intranet and Internet. It hasn't however been publicised to staff since, which could mean that some staff are unaware of it, or not sufficiently aware of its content, when considering their own consultation needs.

- 2.2 **Use of Council's Citizens Panel:** The Council keeps a database of residents who have indicated that they are willing to be contacted by the Council to take part in surveys. The panel is refreshed at least every two years, as residents who respond to the District Wide Survey are asked whether they wish to be part of the Citizens Panel. Historically the entire Citizens Panel has been contacted by post every two years (in the alternate year to the District Wide Survey), as well as being contacted on an ad-hoc basis to take part in online surveys or in focus groups. However, technology has moved on significantly in recent years and with 92% of residents now having access to the Internet, there is a significant question mark over how cost-effective it is to continue to contact the Panel by post as the primary method of contact and then have to manually input responses. However, reviewing our approach to the Citizen's Panel is unlikely to impact on the wider issues identified in the DWS.
- 2.3 **Considering best practice in Citizens Panels:** With only limited resource in the communications team and no dedicated consultation officer, the use of the Citizens Panel in recent years has been limited. However, this could be a very valuable resource for the Council as a whole and particularly for service areas when considering any potential change they might be considering making to their services. The Communications Manager is currently gathering feedback from other Local Authorities on how they manage their Panels and there are some excellent examples of engagement. For example, one Council currently contacts their Citizens Panel Members approximately once a month and recently they have asked Panel members to stress test a new website, feedback on a new magazine format and provide community commentary on town regeneration, service branding, environmental health policy and tourism events. They also plan to invite their panel to an annual informal get-together to thank them for their involvement to ensure members feel engaged. If the Council adopted this type of approach we could actively promote the work of the Panel and raise its profile, in turn this might help with the perception of lack of consultation.
- 2.4 **Publicising consultation exercises:** When carrying out consultation exercises, managers are asked to consider using a range of methods to publicise their consultations. The extent of publicity will depend on the scale of the consultation and the audience that needs to be reached. For example, the recent consultation on options for the waste and recycling contract was publicised via a flyer directly to all households, through social media, press release and website.

- 2.5 **Publicising the results of consultations:** One of the key recommendations of the Consultation Strategy is to ensure that the results of any consultation and any resulting decisions are appropriately publicised. In particular, where a consultation has been carried out, managers should produce a report which shows the results and how that feedback has been acted upon. The report should be published on the Council's website and other appropriate channels. Further work needs to be done to ensure this is happening across the board on all consultations. Further to this, we currently don't have a standard mechanism for reporting back to those people who have taken part in consultation activity, as it is likely they would be interested in being informed of the results.

### **3 RECOMMENDED ACTIONS**

- 3.1 Communications Manager to organise 'Consultation' session of Senior Managers Group (consisting largely of service managers, service directors, Deputy Chief Executive and Chief Executive) to refresh managers of the principles of the Consultation Strategy. Also to encourage managers to consider how they might be able to utilise the Citizens Panel for their own service needs. As part of the session, managers will be reminded that the 'You Said We Did' approach to publicising the results of a consultation should be adopted as best practice.
- 3.2 Carry out a final postal survey of the Citizens Panel in 2018/19, explaining that we will only be carrying out online / email surveys of the Panel from next year and encouraging people to provide their email addresses so that they can remain part of the Panel. An individual service area may still make a request to use the Citizens Panel to carry out a postal survey for their own needs and the merits of this would be considered at the time.
- 3.3 Retain the budget for the Citizens Panel. This can then be used to seek expert advice on consultations and / or to carry out face to face focus groups. It could also be used to boost social media posts to encourage more people to participate in surveys. This budget could potentially be evenly spread across the two years, although this would limit any focus group activity. For service specific consultations, services would need to factor in the cost of consultation from their own budgets.
- 3.4 Communications Manager to continue to seek examples of best practice in management of Citizens Panels, to consider how our own panel can be used most effectively and to devise an annual plan of activity.
- 3.5 Plan to be put in place to recruit new members to the Citizens Panel through social media, website, new e-newsletter and email footers. In particular we are interested in capturing email contacts wherever possible, as online surveys are the most cost effective and least resource intensive.

- 3.6 When carrying out online consultations, where appropriate, respondents will be asked if they want to provide us with their email address so that they can be provided with the results when they are released and any resulting reports / decisions. This would help ensure we can be seen to continue to engage with those people who have taken the time to give us their opinions.

#### **4 Contact Officer**

##### **4.1 Sarah Kingsley**

Communications Manager

Tel: 01462 474552

Email: [sarah.kingsley@north-herts.gov.uk](mailto:sarah.kingsley@north-herts.gov.uk)

#### **5 Background Papers**

NHDC Consultation Strategy 2015 – 2020

[www.north-herts.gov.uk/home/customer-services/publications-and-consultations/consultation-strategy-2016-2020](http://www.north-herts.gov.uk/home/customer-services/publications-and-consultations/consultation-strategy-2016-2020)

**OVERVIEW AND SCRUTINY COMMITTEE  
24 JULY 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: RESOLUTIONS OF THE OVERVIEW AND SCRUTINY  
COMMITTEE**

**REPORT OF THE ACTING SCRUTINY OFFICER**

Please refer to the attached schedule detailing the outcomes of the resolutions of the Overview and Scrutiny Committee.

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**RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE: AS AT 24 JULY 2018**

**SECTION 1: COMMITTEE RESOLUTIONS**

<b>Ref</b>	<b>Resolution</b>	<b>Response/Outcome</b>	<b>Status as at 11.07.2018</b>
Min 111 Mar 17	<b>Resolutions Report: Task &amp; Finish Groups</b> That Chairman be authorised to look into the issue of actions taken following Task and Finish Groups and report back to this Committee on her conclusions.	A training proposal has been received from the Development Manager, Centre for Public Scrutiny. This has been agreed by the Chair of Overview and Scrutiny and arrangements are being made for its delivery.	Arrangements being made for training delivery.
Min 16 June 17	<b>Work Programme</b> That the Chairman, Chief Executive and Scrutiny Officer be requested to develop the outline for a workshop that would enable Members to identify issues and topics for discussion at future meetings of this Committee	The cost of the event is £900 plus reasonable travel expenses will be paid from the Members training budget.	
Min 31 July 17	<b>Resolutions Report for July 2018</b> That the Chairman of the Overview and Scrutiny Committee meet with the Leader of the Council and the Chief Executive to discuss holding an externally facilitated workshop for all members of the Overview and Scrutiny Committee and Cabinet to ascertain effective methods of Overview and Scrutiny that result in added value and impact on decisions.	The agreed scope of the above training event does not extend to cover this issue. A workshop is to be arranged to focus exclusively on developing the relationship between Cabinet and Overview and Scrutiny.	In progress.
Min 32 July 17	<b>Work Programme</b> That all planned Task and Finish Groups be deferred until after the planned workshop on effective methods of Overview and Scrutiny (Minute 31 refers) has been held.	See above – Minute 111 and Minute 16	See above

Ref	Resolution	Response/Outcome	Status as at 11.07.2018
Sept 17 Min 48	<p><b>Work Programme</b> That the Head of Finance, Performance and Asset Management be requested to prepare a report on the management of Council assets, using the example of community halls, paying particular regard to the maintenance and upkeep of buildings.</p>	<p>Response from the Head of Finance, Performance and Asset Management.</p> <p>‘The Council has condition surveys for all the properties that it has the responsibility for maintaining. These surveys are used to prioritise the repairs, maintenance and improvements that are undertaken on each building. There are both revenue and capital budgets allocated for this purpose. Progress on the three community centres (Coombes, Walsworth and St Michael’s) has been provided over time to the Overview and Scrutiny Committee. These three leases have now been signed on a full repairing and insuring basis. Therefore, the responsibility for any repairs and maintenance now sits with the relevant Community Association. The condition surveys were provided to the Community Associations as part of the lease discussions.’</p>	<b>Complete – 12 June 2018</b>
Dec 17 Min 74	<p><b>Key Projects for 2017-18</b> That the Chief Executive be requested to present a list of lessons learnt from previous projects to the next meeting of this Committee.</p>	See work programme report.	<b>Complete - 12 June 2018</b>
Dec 17 Min 76	<p><b>Resolutions Report</b> That the Democratic Services Manager be advised that the Overview and Scrutiny Committee would like to trial a paperless committee meeting as soon as this option is</p>	Modern.gov is now operational. Familiarisation sessions are being scheduled for Members should they wish to attend. A dual system of printed	<b>Complete - 12 June 2018</b>



Ref	Resolution	Response/Outcome	Status as at 11.07.2018
	available	papers and paperless meetings will run until December 2018.	
June 18 Min 9	<p><b>Performance Indicators</b> That, where benchmark information is available, this be included in future reports regarding Performance Indicators.</p>	<p>The Controls, Risk and Performance Manager has agreed to provide this information, where available, going forwards.</p> <p>Implementation of this resolution to be confirmed from September 2018 report on performance indicators.</p>	<p><b>Complete</b></p> <p>To confirm at September Committee meeting</p>

## SECTION 2: RECOMMENDATIONS OF TASK AND FINISH GROUPS

Ref	Resolution	Response/Outcome	Status as at 24.05.2018
Min 50 Sept 15	<p><b>Task and Finish Group on the Commercialisation of Council Services</b></p> <p>The Task and Finish Group made 9 recommendations which were considered by Cabinet on 10 November 2015. Its recommendations were:</p> <ol style="list-style-type: none"> <li>1. The Council should appoint a senior commercial manager to lead and coordinate its commercial activities; and to identify and develop new commercial opportunities.</li> <li>2. The Council should appoint a high level commercial board comprised of councillors, officers and others with commercial experience. The board can advise the Cabinet about the feasibility of commercial opportunities and review the performance of existing ones.</li> <li>3. The Council should pursue income generation opportunities where it has the skills, experience and resources to do so. These should be compatible with the Council's strategic objectives, and at a level of risk which would not threaten the Council's core services in the event of an enterprise's failure.</li> <li>4. The Council should explore the possibilities of property investment as a means of generating revenue.</li> <li>5. The Council should use the expertise of its strategic partners to help manage its property portfolio.</li> <li>6. The Council should review its assets register to understand whether any of them could be used for property development or other commercial purposes.</li> </ol>	<p>The newly appointed Service Director Commercialisation has been tasked with developing a Commercialisation Strategy.</p> <p>It is suggested that Members of the Overview and Scrutiny Committee consider adding the scrutiny of this Strategy to their work programme.</p>	<p><b>Complete - 12 June 2018</b></p> <p>Members consider the scrutiny of this Strategy as part of the 2018/19 work programme</p>

	<p><b>7.</b> Commercial activities should bear the true cost - but no more than that – of any support they receive from the Council.</p> <p><b>8.</b> The Council should review its training programmes for senior and other key staff to include more commercial training, networking and mentoring activities.</p> <p><b>9.</b> The Council should have a scheme that recognises officers who make useful commercialisation proposals or make significant contributions to their success.</p>		
Min 103 Mar 16	<p><b>Task and Finish Group on the Quality of Council Reports: Recommendations</b></p> <p><b>1:</b> The Council should review its report template and consider adopting the features of the alternative report template in Annex 1.</p> <p><b>2:</b> Reports should clearly state their purpose.</p> <p><b>3:</b> Reports should include timelines showing financial and timetable changes for projects.</p> <p><b>4:</b> The Council should be mindful of the burden of producing reports and consider doing so only when decisions are required. Reports should not be used to brief members unless there is a compelling reason for it.</p> <p><b>5:</b> The Council should introduce a document management system to enable proper tracking, management and storage of documents.</p> <p><b>6:</b> There is a need for training to encourage both plainer English and for officers to better understand the purpose of reports.</p> <p><b>7:</b> The Council should trial the introduction of paperless reports with a view to introducing paperless reports for all 49 councillors.</p>	<p>The Deputy Chief Executive reports that the revised committee report and delegated Decisions has been adopted without the need to for further amendment and appears to be operating well.</p> <p>A small deletion relating to the removal of the Agenda Item number has been required as this field is populated by Modern.gov as part of the preparation process for committee papers.</p>	<p><b>1-6 Complete – April 2017.</b></p> <p><b>7 in progress.</b></p>

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**OVERVIEW AND SCRUTINY COMMITTEE  
24 JULY 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19**

REPORT OF THE ACTING SCRUTINY OFFICER

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: RESPONSIVE AND EFFICIENT

**1. EXECUTIVE SUMMARY**

- 1.1 This report highlights items scheduled in the Overview and Scrutiny Committee's work programme for 2018/19 and includes details of those that have yet to be assigned to a specific meeting.
- 1.2 The work programme includes both items previously agreed by the Committee and those that the Committee is required by the Constitution to consider.

**2. RECOMMENDATIONS**

- 2.1 That the Committee prioritises proposed topics for inclusion in the work programme and where appropriate, determines the high level form and timing of scrutiny input.
- 2.2 That the Committee agrees the list of items to be considered at its meeting of 18 September 2018.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1 To allow the Committee to set a work programme which provides focussed Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The Committee has varied its approach to overview and scrutiny activity over recent years. Currently it seeks to enter the process of policy development at an early stage and consequently may consider items associated with service action plans.
- 4.2 The need to observe Constitutional requirements and monitor the Forward Plan for appropriate items to scrutinise remains a key aspect of work programming.
- 4.3 The Committee may wish to review and adjust its approach following delivery of the agreed training event.

## **5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

5.1 Each Committee meeting includes the opportunity for Members to comment on and input to the Committee's work programme.

5.2 A training proposal has been received from the Centre for Public Scrutiny which addresses amongst others:

- the identification and prioritisation of issues and topics for scrutiny review (minute 16, June 2017)
- the maximisation of the benefits of scrutiny (minute 31, July 2017)
- effective methods of overview and scrutiny (minute 32, July 2017)

The proposal has been agreed by the Chair of this Committee and arrangements are being made for the delivery of the training.

## **6. FORWARD PLAN**

6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

6.2 The Committee is asked to review the Forward Plan at each regular meeting to identify potential issues for inclusion in the work programme. Identification of a focus for the Committee's future activity should be identified at this stage wherever possible.

## **7. BACKGROUND**

7.1 Executive Members no longer deliver regular general presentations on a rotational basis. Rather they are invited to either speak on an issue of specific interest or present a report being considered for constitutional reasons.

7.2 The Committee now considers a wide range of issues, where appropriate, commencing its reviews early in the policy development process. By doing this it seeks to ensure assumptions are challenged at an early stage, mistakes are avoided and eventual outcomes provide optimal benefit to the community.

7.3 The Committee seeks to ensure that consideration of agenda items minimises additional burdens on staff resources. Wherever possible, requests are made for the presentation of documents already in existence rather than the production of new documents specifically for the Committee.

## **8. RELEVANT CONSIDERATIONS**

### Work Programme

8.1 A work programme is set out at Appendix A for the Committee's consideration.

### Forward Plan

8.2 The Forward Plan for 10 July 2018 is attached at Appendix B.

### Other Topics for Consideration

- 8.3 Potential topics for consideration and inclusion in the Committee's work programme will be considered as part of this meeting. When considering additional topics, their risk assessment and prioritisation will ensure that the most appropriate items are taken forward to the work programme.
- 8.4 The topics listed below have been added to the work programme following the June 2018 meeting of this Committee. The form and timing of scrutiny input has yet to be determined.
- Communication in a Crisis;
  - Local Plan Modifications.

The Communication in a Crisis topic was proposed as a replacement to the Engagement topic.

The Engagement topic has been removed from the workplace, as members' role in engaging the community as part of their scrutiny work, could instead be considered as part of the proposed training event.

- 8.5 The Chair of this Committee has requested that the Committee consider the following topic for inclusion in its work programme:
- Complaints Procedure and its Implementation.

If agreed for inclusion, the form and timing of scrutiny input will need to be determined.

### Waste Contract

- 8.6 Given the size and significance of the recently commenced waste and recycling contract, Members agreed at their June 2018 meeting, to run a task and finish group focused on the contract's implementation. A sub group of Members met before this meeting to agree a draft scope for broader discussion by all Overview and Scrutiny Members. An update on progress towards steady state in terms of contract delivery will be provided at the September 2018 meeting.

### Commercialisation

- 8.7 A decision on the timings and format of scrutiny input into the topic of commercialisation will be made following the presentation of the Service Director: Commercial at the September 2018 meeting. Until such a decision has been made, the current entry will remain on the Committee's work programme.
- 8.8 The development of a Commercialisation Strategy will have three strands
- \* Identification of the cultural changes needed to support effective commercialisation
  - \* Development of a Commercialisation Strategy
  - \* Identification of staffing resources required to deliver the Strategy

- 8.9 An action plan will be developed to support delivery of the Strategy. Members might wish to initially review the Strategy in its development phase prior to presentation to Cabinet. Timings for this are currently being prepared.

#### Other

- 8.10 At the June 2018 meeting, a question was asked as to whether items due to be considered by Council could be considered by this Committee. It can be confirmed that Councils which do not operate Executive arrangements do not have to have any Overview and Scrutiny committees. The requirement is mandatory for Executive arrangements on the basis that they are to act as a critical friend to the Executive. However, section 9F(c) of the Local Government Act 2000 and the NHDC Overview and Scrutiny Committee terms of reference under 6.2.7 (e), state that the Committee can review or scrutinise decisions made or other actions taken, of functions which are not the responsibility of the Executive (and make reports or recommendations to the authority or the Executive). In the broadest principles, therefore, this is possible.

### **9. LEGAL IMPLICATIONS**

- 9.1 Under Section 6.2.5 of the Constitution, the Committee is responsible for setting its own work programme. However, it must ensure it retains sufficient capacity within the programme to meet its statutory obligations.
- 9.2 Section 6.2.7 (u) of the Constitution allows the Committee “to appoint time limited task and finish Topic Groups to undertake detailed scrutiny work and report back to the Overview and Scrutiny Committee to make recommendations to the Cabinet.”

### **10. FINANCIAL IMPLICATIONS**

- 10.1 Dependent on how they are applied in practice, the scope of the options presented in Sections 7 and 8 have the potential to be wide reaching. As detailed Section 14, Human Resource Implications, the wider the reach, the more significant the impact on officer time in terms of report writing, data analysis and committee meeting attendance. Given recent funding pressures and the consequent reduction in officer numbers, significant requests to support scrutiny work will limit officer time available to spend on activities such as identifying and delivering cost reductions, income generation and project management.
- 10.2 Although not significant, a committee attendance allowance of £24.20 per officer per meeting is payable to officers below Senior Management level in attendance. This is in addition to providing time off in lieu.
- 10.3 Attention is drawn to the fact that a cost in the region of £900 will be incurred for the externally provided training event.

### **11. RISK IMPLICATIONS**

- 11.1 Effective overview and scrutiny of policy, administrative, service delivery and expenditure decisions helps reduce the risk of an inappropriate decision being made. The scope and time frame for scrutiny interventions should be considered in the light of the potential impact of inappropriate scrutiny leading to decisions not being made, inappropriately made or not made at the right time.



## **12. EQUALITIES IMPLICATIONS**

- 12.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, and victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 There are no direct equality implications arising from the report. Effective scrutiny is an essential part of ensuring that local government remains transparent, accountable and open which ensures that the delivery of public services benefits all aspects of the community, where practical.

## **13. SOCIAL VALUE IMPLICATIONS**

- 13.1 The Social Value Act and “go local” policy do not apply to this report.

## **14. HUMAN RESOURCE IMPLICATIONS**

- 14.1 The widening of the reach of scrutiny reviews has the potential to significantly impact on officer time in terms of the reprioritisation of already agreed projects, their scope or timetabling and resources. There is also the potential for additional resource requirements in relation to report writing, information collection and analysis and committee attendance. Delivery of service plans to achieve the Council’s agreed Corporate Plan objectives might, therefore, be potentially negatively impacted.

## **15. APPENDICES**

- 15.1 Appendix A – Work Programme for future Committee meetings
- 15.2 Appendix B – Forward Plan for 10 July 2018

## **16. CONTACT OFFICERS**

- 16.1 Kirstie Wilson  
Acting Scrutiny Officer  
[ScrutinyOfficer@north-herts.gov.uk](mailto:ScrutinyOfficer@north-herts.gov.uk)

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Ian Couper  
Service Director: Resources  
01462 474243  
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Senior Policy Officer  
01462 474212  
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**17. BACKGROUND PAPERS**

- 17.1 Previous reports to the Overview and Scrutiny Committee and forward plans.

## PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2018-19

18 Sep 2018	Regulation of Investigatory Powers Act Annual Review of Safeguarding Performance Indicators Report Key Projects Monitoring Report Update on the implementation of the Waste and Recycling Contract Response to question of 20 March raised by Councillor Martin Stears-Hanscomb Presentation of the Council's future plans for commercialisation Resolutions Report Work Programme
11 Dec 2018	Crime and Disorder – method to be decided Regulation of Investigatory Powers Act – Annual Review Performance Indicators Report Key Projects Monitoring Report Resolutions Report Work Programme
22 Jan 2019	3Cs Half Year Report Resolutions Report Work Programme
19 Mar 2019	Leader of the Council Presentation Regulation of Investigatory Powers Act District Wide Survey Performance Indicators Report Key Projects Monitoring Report New Performance Indicators for 2019/20 New Key Projects for 2019/20 Resolutions Report Work Programme
	<p><b>To be Scheduled</b></p> <p><u>Task and Finish Group Report: Consultation Strategy</u> Work is currently scheduled to refresh the Council's Consultation Strategy. Should members wish, this could be considered at a future committee meeting.</p> <p><u>Review of Annual MOU Grants</u> Members might wish to a review of one of the following aspects:</p> <ul style="list-style-type: none"> <li>* The effectiveness of the new MOU arrangements</li> <li>* Review the effectiveness of the Capital Grants Panel</li> <li>* The effectiveness of the area committee grant process</li> </ul> <p><u>Review of the Community Facility and District Museum at Hitchin Town Hall Project</u> Task and Finish Group. Terms of reference to be determined.</p> <p><u>Parking Strategy</u> Form and timing of scrutiny input to be determined</p>

	<p><u>Effectiveness of the Community Halls Strategy</u> Form and timing of scrutiny input to be determined.</p> <p><u>Commercialisation Strategy</u> Form and timings of scrutiny input to be determined (see paragraph 8.6).</p> <p><b>Added following 12 June 2018 meeting</b> <u>Communication in a Crisis</u> Form and timing of scrutiny input to be determined (see paragraph 8.4)</p> <p><u>Local Plan Modifications</u> Form and timing of scrutiny input to be determined.</p> <p><u>Complaints Procedure and its Implementation</u> Form and timing of scrutiny input to be determined (see paragraph 8.5).</p> <p><b>To be removed following 12 June 2018 meeting</b> <u>Engagement</u> See paragraph 8.4 for removal reasons.</p>
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NORTH HERTFORDSHIRE DISTRICT COUNCIL

# Forward Plan of Key Decisions - 10 July 2018

The Forward Plan contains brief details of Key Decisions that the Council is likely to take over the next four month period and beyond. You will also find details of contacts who can provide further information and hear your views. **Please note that the dates of some of the decisions may change from month to month, please check with Committee Services on 01462 474353 before deciding to attend a meeting.**

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
First Quarter Treasury Management Monitoring Report 2018/19		Cabinet	31 Jul 2018		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
First Quarter Capital Programme Monitoring 2018/19		Cabinet	31 Jul 2018		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
First Quarter Revenue Budget Monitoring 2018/19		Cabinet	31 Jul 2018		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Medium Term Financial Strategy 2019-2024		Cabinet	31 Jul 2018		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Strategic Planning Matters - St Ippolyts Neighbourhood Planning Area		Cabinet	31 Jul 2018		Nigel Smith, Principal Strategic Planning Officer nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
Corporate Plan and Objectives 2019-2024		Cabinet	31 Jul 2018		Reuben Ayavoo reuben.ayavoo@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
North Hertfordshire Local Plan Main Modifications		Council	6 Sep 2018		Louise Symes, Strategic Planning and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Playing Pitch Strategy and Indoor Sports Strategy		Cabinet	25 Sep 2018		Louise Symes, Strategic Planning and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Draft Article 4 Direction for Employment Areas		Cabinet	25 Sep 2018		Nigel Smith, Principal Strategic Planning Officer nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Approach to Developer Contributions in North Hertfordshire		Cabinet	25 Sep 2018		Nigel Smith, Principal Strategic Planning Officer nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Animal Licensing Policy		Cabinet	25 Sep 2018		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Corporate Enforcement Policy		Cabinet	25 Sep 2018		Jeanette Thompson, Service Director - Legal and Community jeanette.thompson@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
Business Improvement Districts Renewal - Letchworth & Hitchin		Cabinet	Before 25 Sep 2018		Stuart Izzard, Communities Manager stuart.izzard@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Transfer of Letchworth Garden City museum collections from NHDC to the Letchworth Garden City Heritage Foundation (Garden City Collection)		Cabinet	25 Sep 2018		Ros Allwood ros.allwood@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Gambling Act Statement of Licensing Principles		Council	22 Nov 2018		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Scrap Metal Licensing Policy		Cabinet	18 Dec 2018		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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