

# Public Document Pack

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To: Members of the Committee: Councillors Cathryn Henry (Chairman), Elizabeth Dennis-Harburg (Vice-Chairman), Ian Albert, Kate Aspinwall, Sam Collins, Steve Deakin-Davies, Jean Green, Steve Jarvis, Ben Lewis, Gerald Morris, Ian Moody, Michael Muir, Oliver, Janine Paterson, Val Shanley and Martin Stears-Handscomb

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

You are invited to attend a

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

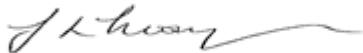
to be held in the

## **COUNCIL CHAMBER, COUNCIL OFFICES, GERNON ROAD, LETCWORTH GARDEN CITY**

On

**TUESDAY, 18 SEPTEMBER, 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.	(Pages 1 - 18)
<b>3. MINUTES - 24 JULY 2018</b> To take as read and approve as a true record the minutes of the meeting of this Committee held on the 24 July 2018.	(Pages 19 - 28)
<b>4. 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>5. 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>6. PUBLIC PARTICIPATION</b> To receive petitions and presentations from members of the public.	
<b>7. URGENT AND GENERAL EXCEPTION ITEMS</b> The Chairman to report on any urgent or general exception items which required his/her agreement. At the time of printing the agenda, the Chairman had not agreed any urgent or general exception items.	
<b>8. 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.	

- 9. INFORMATION NOTE: MOBILISATION OF WASTE, RECYCLING AND STREET CLEANSING CONTRACT** (Pages 29 - 48)  
To receive an Information Note entitled Mobilisation of Waste, Recycling and Street Cleansing Contract.
- Some information will be clarified at the meeting.
- 10. 2018-19 QUARTER 1 PERFORMANCE INDICATORS REPORT OF THE SERVICE DIRECTOR – RESOURCES** (Pages 49 - 56)  
To consider the 2018-19 Quarter 1 Performance Indicator exception report showing the red and amber performance indicators, along with homelessness and garden waste information.
- 11. 1ST QUARTER MONITORING REPORT ON KEY PROJECTS FOR 2018-19 REPORT OF THE SERVICE DIRECTOR – RESOURCES** (Pages 57 - 76)  
To provide an update on the status of projects for the 1<sup>st</sup> Quarter fo 2018-19.
- 12. REGULATION OF INVESTIGATORY POWERS ACT** (Pages 77 - 80)  
Report updating the Council's current use of RIPA.
- 13. MEMBERS' QUESTIONS**  
To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.
- 14. RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages 81 - 88)  
To consider the outcome of Overview and Scrutiny Committee resolutions.
- 15. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19** (Pages 89 - 100)  
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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# Agenda Item 2

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD IN THE COUNCIL CHAMBER, COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY  
ON TUESDAY, 12TH JUNE, 2018 AT 7.30 PM

#### MINUTES

**Present:** Councillors Cathryn Henry (Chairman), Elizabeth Dennis-Harburg (Vice-Chairman), Ian Albert, Kate Aspinwall, Sam Collins, Steve Deakin-Davies, Jean Green, Steve Jarvis, Gerald Morris, Michael Muir, Oliver, Janine Paterson, Val Shanley and Martin Stears-Handscomb

**In Attendance:**

Councillor Lynda Needham (Leader of the Council), Councillor Michael Weeks (Executive Member for Waste, Recycling and Environment), David Scholes (Chief Executive), Jeanette Thompson (Service Director - Legal and Community), Rachel Cooper (Controls, Risk and Performance Manager), Chloe Hipwood (Service Manager - Waste and Recycling) and Hilary Dineen (Acting Committee and Member Services Manager)

**Also Present:**

At the commencement of the meeting 5 members of the public.

#### 1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Paul Marment.

#### 2 MINUTES - 20 MARCH 2018

**RESOLVED:** That the Minutes of the Meeting of the Committee held on 20 March 2018 be approved as a true record of the proceedings and be signed by the Chairman.

#### 3 NOTIFICATION OF OTHER BUSINESS

There was no other business notified.

#### 4 CHAIRMAN'S ANNOUNCEMENTS

- (1) The Chairman thanked those who were no longer members of this Committee - Steve Hemingway (Vice-Chairman), Clare Billing, John Booth, Bill Davidson and Frank Radcliffe;
- (2) The Chairman welcomed the new members of the Committee - Councillors Kate Aspinwall, Sam Collins, Paul Marment, Helen Oliver and Martin Stears-Handscomb;
- (3) The Chairman welcomed Councillor Elizabeth Dennis-Harburg as the new Vice-Chairman of the Committee;
- (4) The Chairman reminded everyone that, in accordance with Council policy, this meeting was being audio recorded;

- (5) The Chairman asked Members and speakers to speak into the microphones;
- (6) The Chairman drew attention to the agenda front pages and reminded Members that, in line with the Code of Conduct, any Declarations of Interest needed to be declared immediately prior to the item in question;
- (7) The Chairman advised that the tabled paper was an easy to digest summary of the Overview and Scrutiny Committee function.

## **5 PUBLIC PARTICIPATION**

Mr Richard Hatch thanked the Chairman for the opportunity to address the Committee and raised a number of questions regarding the Waste and Recycling contract as follows:

- How much planning did the Council do and why did it go so wrong?
- Why weren't enough food caddies ordered for all the properties in the district?
- Why were routes not documented and shared with Urbaser?
- What were the issues with the data transfer?
- What can the Council do to ensure that the public has faith in its ability to deliver future large scale contracts / projects?

Mr Hatch questioned how residents could have faith in the service.

## **6 URGENT AND GENERAL EXCEPTION ITEMS**

No urgent or general exception items were received.

## **7 CALLED-IN ITEMS**

Since the last meeting, no decisions had been called-in by the Overview and Scrutiny Committee.

## **8 WASTE AND RECYCLING SERVICES**

Councillor Michael Weeks, Executive Member for Waste, Recycling and Environment and the Service Manager – Waste and Recycling thanked the Chairman for the opportunity to address the Committee regarding the issues and problems faced following the implementation of the new waste and recycling contract.

Councillor Weeks reminded Members that this was his third appearance before the Overview and Scrutiny Committee this calendar year.

He cautioned that it may not be possible to answer questions this evening about the detail of what had gone wrong as they had not yet been able to undertake any investigations and had not yet got sufficient data.

The Waste Team had been spending all their time getting the contract up and running.

He would identify the main issues and explain what had been done or what they were going to do to address those issues.

The issues mainly related to brown bins not being collected and this was due to data not being on the system, it was not known why this had happened.

Veolia, the outgoing contractor, had not left the service in a tidy manner.

**Tuesday, 12th June, 2018**

The new vehicles had not been delivered on time and therefore they had relied on hired vehicles, some of which were not up to the jib, but they were now hiring newer vehicles and the first of the 50 new vehicles were starting to be delivered, with the balance being due in August.

A number of staff decided not to turn up for work on the first day

Switchboards were swamped as were message boxes.

A significant minority of residents had been affected.

Things were getting better, with queries reducing.

Urbaser were spending tens of thousands of pounds on the contract and were working extra hours to solve the problems.

Urbaser had now fixed the data issue and everyone who had subscribed to the brown bin collection service was now on the schedule.

It was hoped that collections would be better from now on.

The Service Manager – Waste and Recycling and the Executive Member for Waste, Recycling and Environment addressed the questions asked by Mr Hatch during public participation as follows:

#### Planning

- A lot of planning work had taken place;
- First meeting regarding procurement started in 2014;
- Procurement took just under a year;
- The bids received during this process were examined and evaluated by officers from East Herts and North Herts as well as consultants;
- Urbaser scored top for performance and value for money.

#### Caddies

- The Council ordered enough caddies;
- The caddies were delivered to a storage facility, this process was managed by a sub-contractor of Urbaser;
- As a consequence it was found out late in the day that not all of the caddies had been delivered;
- New stock had since been delivered;
- East Herts stock had been used in the interim;
- Most properties had now been delivered to.

#### Data

- The old contract ran on a paper based system;
- They had been working to try to update this to a 21<sup>st</sup> century system;
- A lot of information was known by the operatives, but had not been recorded, therefore this data was difficult to transfer to the new system;
- Existing staff had spent a lot of time updating the information;
- Urbaser ran two systems, a payment system and a waste management system and the data needed to be transferred from the payments system to the collection system;
- One issue identified was that residents were allowed in the early stages to input data into address fields and spelling errors had not been picked up;
- Some people had signed up who were not residents of the District;
- There had been some issues regarding boundary streets.

**Tuesday, 12th June, 2018**

The Chairman acknowledged that officers were still working to sort out the problems and that this should remain their focus.

Questions that could not be answered now, would be recorded and circulated to Members of the Committee and would be answered at a later date.

At the end of this debate the Committee would decide how they would undertake a review.

Members commented that the perception was that a substantial number of things went wrong.

There had not been a satisfactory payment system regarding the garden waste collection in place

They observed that this was not a novel system as other Councils performed this task and expressed concern that the Council enlisted a service that did not work for a period of time.

Members queried what "significant minority" meant and queried whether the customer was making payments to the Council or Urbaser.

In respect of vans, Members commented that it was clear that there were issues that could have been avoided if local knowledge had been passed on and queried why it had not been recognised that the lack of this sort of information may cause problems.

Councillor Weeks advised that the significant minority was between 2,000 and 5,000 people affected.

The Service Manager – Waste and Recycling advised that they were conscious of reports about whole streets being missed and this would be investigated and an answer provided to the Committee at a later date.

Members commented that the initial communication regarding the new garden waste collection service had not been delivered to all properties and asked for information regarding the completeness of the circulation of these leaflets.

Members noted that special collections of batteries and textiles had not been collected asked They asked for reassurance that this was now being done and queried how long people had waited for these and food waste to be collected.

Hitchin Committee had suggested that the next payment date should be postponed.

Councillor Weeks advised that textiles and batteries should be collected and any non collection was down to the staff on the rounds and this was being managed by Urbaser.

Members commented that the transition between Veolia and Urbaser appears felt quite different in North Herts to the experience in East Herts and asked what East Herts had done more successfully than North Herts.

In respect of the delivery of caddies, Members questioned whether the Council should have been more involved

In respect of staff, Members asked whether the staffing levels were now correct and whether they were permanent staff.

They were concerned that in this day and age of technology, the solution given to customers was to paint the number of their house on their bin and queried whether there was a documented recovery plan and how far away a smooth running service was.



**Tuesday, 12th June, 2018**

Councillor Weeks advised that the transition in East Herts had gone fairly smoothly, however they did not opt for a chargeable garden waste service and they did not have much change in services, therefore the local knowledge was retained.

The Garden Waste and food waste collections were new services for North Herts.

The Waste Team had been understaffed and this had an impact and they were still operating with some agency staff.

A lot of staff were employed to cleanse data, but there was a certain amount of data that was wrong.

Urbaser had the right levels of staff since day one of the contract, however a number of those had been agency staff.

In-cab technology was the way that crews would identify bins for collection in future, but putting the house number on the bins was the simplest way for staff to identify which bins to collect. High tech solutions would delay collections.

There was not a fundamental fault with the service and the teams were currently in a rolling recovery phase.

The Service Manager- Waste and Recycling advised that, in respect of payments, Urbaser collected the payments, although the money came straight to NHDC and the contract with the customer was with NHDC.

The payment system was now fully functional with a fully functioning API transfer system to the waste collection system.

There had only been 6 months to mobilise the service, which was not long enough.

Next year, in respect of payments, they would focus on existing users, who would get a direct communication that payment was due and there would be some marketing, although not direct communication with residents who had not yet signed up for the service.

The Chairman advised that the subject of next year would be one of the issues answered at a later date.

Members noted that two major issues had been staff not turning up for work and the vehicles not being delivered, compounded by the hiring of vehicles that were not up to the task. They queried why these issues could not have been foreseen and contingencies put in place.

The Service Manager – Waste and Recycling advised that the contingency for the purchased vehicles was the hire fleet. The problem with the hire fleet was that a lot of vehicles had been sent to landfill, where they received damage to the mud flaps and wheel arches and it was illegal to travel on the road without these.

In respect of staff, TUPE transfers were always difficult, but they had held training days, which had been the last day to determine who would turn up for work, They also needed additional staff to manage the additional rounds.

Councillor Weeks advised that they were under the impression that the vehicles, which had been ordered, would arrive on time, but that did not happen.

Members commented that a key issue was the communication, mainly with the residents. In future it was important that communications go out via different methods that were likely to reach most people.

**Tuesday, 12th June, 2018**

Members queried whether sufficient caddies had been ordered and what steps could be taken to ensure that calls made by residents were answered.

Councillor Weeks advised that the correct number of caddies had been ordered, but a smaller number had been delivered. The manufacturer had admitted this mistake and would be delivering the missing caddies.

They were unable to order more caddies initially, as there was no where to store them. In future caddies would be ordered jointly with East Herts to ensure value for money.

Members commented that previous custom and practice had enabled staff to leave earlier than their contracted finish time and queried why it had not been predicted that staff would be upset by having to work longer hours and possibly not turn up to work.

The Service Manager – Waste and Recycling advised that there had been no changes to terms and conditions for staff and that there was ongoing discussion between management and trade unions regarding collection routes and working hours.

Staff may be upset at round changes, but staff were expected to work their contracted hours.

It should be noted that the majority of staff were on the same rounds, doing the same job. There were some staff doing different jobs.

Members queried whether calls regarding missed bins were directed to Urbaser or NHDC and asked when the service would be within acceptable tolerances.

The Service Manager - Waste and Recycling advised that the system was provided by Urbaser, but NHDC had full access. The service should be running as "business as usual" by the beginning of August 2018.

Members commented that this had made people less tolerant of missed bins and queried whether people were reporting the same bin missed multiple times because the agreed collection dates were not being met.

The Service Manager – Waste and Recycling accepted that people would be more sensitive to this issue in future, however they would be looking at performance levels.

There had been a number of cases of multiple calls regarding the same bin and this could be due to overpromising regarding collection dates. Maybe communication regarding collection times should be made to residents.

She had spoken to Urbaser who had reassured her that the majority of missed bins were being collected with 48 hours.

They had tried to provide as many rectifications as possible and would be looking at why some rectifications had not happened.

Because of delays in reporting, missed bins were not seen as a problem until day 3 by which time there were a lot of missed bins.

Councillor Weeks thanked everyone who had helped the Waste Team, who had been under serious pressure.

The Chairman thanked Councillor Weeks and the Service Manager - Waste and Recycling for attending the meeting and commented that she had been reassured that the problems were being managed and that it was now just a matter of time before the service was operating normally.

Note: Please find below a list of questions asked during this item, that have either been answered during the debate, may be answered at the meeting due to be held on 18 September 2018 or may form the basis of a Task and Finish Group regarding the Implementation of the new Waste Contract:

- Why did the Council not spot earlier that the process of paying for brown bin services was not operating effectively?
- Given that there was a known risk of Veolia employees not transferring to Urbaser, what steps had the Council taken to ensure that significant local knowledge had been captured should this risk materialise and operatives no longer turn up for work?
- What arrangements were in place to ensure that those who did not get the brown bin information leaflet were able to avail themselves of the early bird rate for brown bin collection?
- Does the Council know how many properties did not receive the initial information leaflet regarding brown bin collection changes?
- What arrangements are in place to ensure that special collection services, such as batteries and textiles, would operate effectively going forward as there was evidence that this was not initially done?
- Does the Council know what length of time individuals needed to wait to have their food caddy and/or bin emptied? There was evidence that some households waited a number of weeks.
- What might the Council do in response to complaints that payments were made for a brown bin collection service that was not delivered as advertised in the initial month?
- Could consideration be given to putting back the start of the 2019/20 payment period by perhaps a month to reflect this delay?
- Could NHDC learn anything from the way EHDC managed the mobilisation of the new contract?
- Should and how might the Council have been more hands on in managing the transition from Veolia to Urbaser?
- Are staffing levels at the required level and are these staff permanent?
- Is the Council looking to have a more high-tech way (than residents numbering their bin) of identifying properties that had bought into the brown bin service?
- Was there a formal, documented recovery plan in place to get the contract to delivery of the expected service?
- What is the Council going to do to ensure that going forwards there were robust payment collection methods in place?
- Would there be marketing to advertise the brown bin service to those residents who had not yet signed up?
- A significant issue was that vehicles were not available on day one. Why was there no contingency plan to cover this?
- A significant issue was that staff did not turn up on day one and beyond. How did the Council not predict this and consequently not know until after the event?
- There was a significant issue with communication to the public. Can the Council ensure that effective methods of communication using as wide a range of methods as possible are used to reach the maximum number of residents when future communications are required?
- Did the Council order the right number of food caddies and were there enough to cover replacements and provision of service to new properties?
- What steps can the Council take to mitigate the blocking of the Council's and Urbaser's switchboards in the immediate future and in the longer term?
- Given that there has been a change in custom and practice ways of working, could the Council not have reasonably expected staff to leave?
- When the Council tendered for work, where was the tipping point between efficiencies needed and the contractor negatively impacting on terms and conditions of staff?
- When customers logged missed bins, where were they logged?

- When would the service stabilise and collection be within normal tolerances?
- What was being done to ensure that individuals' expectations were met in the future?
- What percentage of issues experienced was related to rectification?

**RESOLVED:**

- (1) That the Executive Member for Waste and Recycling and Environment and the Service Manager-Waste and Recycling be requested to attend the meeting of this Committee, due to be held on 18 September 2018 to report on the issues and problems faced following the implementation of the new waste and recycling contract in more detail;
- (2) That those questions from Members, unable to be immediately responded to, be recorded and, if possible, answered by the Executive Member for Waste, Recycling and Environment and the Service Manager – Waste and Recycling as part of the presentation mentioned in (1) above;
- (3) That the Controls, Performance and Risk Manager be requested to report on performance indicators relating to waste and recycling in as much detail as possible in all quarterly reports for the foreseeable future;
- (4) That the Scrutiny Officer be requested to take note of the list of questions above, so that they can be used as a basis for either the presentation on 18 September 2018 (see (1) above), and/or a Task and Finish Group on the Implementation of the New Waste Contract.

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to consider the issues and problems faced following the implementation of the new waste and recycling contract.

**9 YEAR END PERFORMANCE INDICATORS 2017/18**

The Controls, Risk and Performance Manager presented the report entitled Year End Performance Indicators 2017/18 and drew attention to the following:

Performance Indicator Setting and Monitoring

Members queried why some of the indicators did not have a target and who was responsible for setting targets.

The Controls Risk and Performance Manager advised that the Indicators without targets were generally related to homelessness and these were included for information only.

Targets were reviewed and set annually as part of the Corporate Planning process by the Heads of Service together with the relevant Executive Members.

The new Performance Indicators were then approved by Cabinet and reviewed by this Committee.

Benchmarking

Members asked that wherever possible benchmarking information be included in future reports.

BV12 – Working Days Lost due to Sickness Absence per FTE employee

Members asked for clarification regarding how this figure was calculated.

The Controls, Risk and Performance Manager advised that this was an average of the number of days lost per full time employee.

**Tuesday, 12th June, 2018**

The Chief Executive advised that BV12 showed the overall levels of sickness absence. BV12a and BV12b showed the breakdown between long term and short term absence. The figure at BV12 was below the median of that of other Local Authorities.

Members noted that a high proportion of staff now worked at home and queried how it was determined whether they were sick or working.

The Chief Executive informed Members that if staff were sick they were required to contact their Manager. There was also the ability to check productivity details and review performance against objectives.

NI192 – Percentage of Household Waste sent for reuse, recycling and Composting

Members noted that NHDC was 7<sup>th</sup> out of 51 and commented that this demonstrated that NHDC was doing well and the residents were actively recycling.

LI037 – Percentage of Customers satisfied with the Services Provided by Housing and Public Protection Service

Members commented that this indicator was showing as red, but the commentary stated that high levels of satisfaction were still shown.

They expressed concern that targets and tolerances may not have been scrutinised effectively.

The Controls, Risk and Performance Manager advised that levels were taken very seriously. The target was missed by a small margin although they retained high levels of satisfaction.

Investors in People

Members noted that NHDC was an Investors in People organisation and queried when the next re-registration for this was due.

The Chief Executive advised that NHDC had been IIP certified for about 14 years and was reaccredited in 2017 with an interim review due in approximately 9 months.

**RESOLVED:**

- (1) That the year end 2017/18 Performance Indicators be noted;
- (2) That, where benchmark information is available, this be included in future reports regarding Performance Indicators;

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to consider and comment on the Year End Performance Indicator Monitoring Report.

**10 YEAR END KEY PROJECTS 2017/18**

The Controls, Risk and Performance Manager presented the report entitled Year End Key Projects 2017/18 and drew attention to the following:

Office Accommodation

The final Project Board meeting was held on 11 June 2018 and this project was in the process of being signed off and the having the lessons learned recorded.

Churchgate

A Member queried why the proposed Churchgate project had not been included in this report

The Controls, Risk and Performance Manager advised that Churchgate had been removed from the 2017/18 report as the project had ceased in that year, however it would appear the 2018/19 project report, as it was part of the Corporate Plan for 2018/19.

**Tuesday, 12th June, 2018**

The Chief Executive advised that the previous project had ceased, following Council's decision not to extend the contract with Simmons. There was a potential project being worked on, but there would be no formal project until Council had decided whether or not to proceed.

#### Waste Contract

The Controls, Risk and Performance Manager advised that the commentary regarding the Waste Contract would be updated in the next report.

#### Hitchin Town Hall Community Facility and Museum

Members expressed concern that the Hitchin Town Hall and Museum project was marked as amber, yet was some way from being fully open and queried when the comments regarding this were written.

#### Crematorium

Members expressed concern that there did not appear to be any future targets following the submission of the planning application.

#### Improve use of Council Assets

Members noted that it was proposed that a property company be set up, but expressed concern that there were no future targets following this.

#### Reporting Dates and Traffic Light System

Members noted that the dates of the commentary varied throughout the report and asked for clarification.

A Member queried whether the traffic light system was fit for purpose as they did not seem to fit with the actual position for any project

The Controls, Risk and Performance Manager advised that the report was circulated approximately one month prior to the meeting therefore the commentary was the most recent position at that point.

In respect of the traffic light system, a review of how performance was monitored would take place in the near future and this would form part of that review.

#### Reporting on Long Term Projects

Members noted that reporting regarding the long term project, which crossed over more than one year, only mentioned the target for the current year. They felt that the targets for each year up to completion should at least be noted, even though reporting would only be against the current year's target.

The Controls, Risk and Performance Manager advised that milestones that had not been completed in year, would be carried forward and continue to be reported in the following reporting year.

#### **RESOLVED:**

- (1) That delivery against the key projects for 2017/18 be noted;
- (2) That the proposed review regarding the method of reporting consider the following:
  - (i) That commentaries include the date at which that information was gathered;
  - (ii) Whether the traffic light system should be used, or replaced with a more effective flagging system;
  - (iii) That all targets up to completion of a project be included in the reports, even if the project is expected to span several years.

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to consider and comment on the Year End Monitoring Report on Key Projects for 2017-18.

11 PRESENTATION BY THE LEADER OF THE COUNCIL

Councillor Lynda Needham, Leader of the Council, thanked the Chairman for the invitation to address the Committee and gave a verbal presentation as follows:

Waste Contract

The Leader of the Council commented that, even though a charge was now being made for the collection of garden waste, the Council continued to heavily subsidise this service.

A Review of the Previous Year

The Leader of the Council advised that it had been a very busy year.

The waste contract had been one of the most significant service changes/new contracts that the Council had implemented. In addition to this it was easy to forget that we had also managed the integration of the waste teams of this Council and East Herts Council. We were the first of the Authorities in Hertfordshire to embark on this and have engaged with Hertfordshire County Council's Scrutiny work programme as an exemplar of how Councils can work more effectively together.

The Office Accommodation Project had been an excellent example of project management and delivery. The project was delivered on time and within budget tolerances (£23k overspend and the final capital budget was £6.1M).

The Refurbishment works to the Letchworth Leisure Centre had been completed, which again was an excellent project that, despite some financial challenges in delivering a project at a reasonable cost, had demonstrated excellent outcomes with a new learner pool and totally refurbished facilities including: sports hall, lighting, flooring, additional studio, new café and boiler refurbishment.

Finally, the Local Plan was adopted by Council for submission to the Secretary of State. The Examination process was extensive to say the least, with the Inspector starting off with a 5 week timetable finishing before Christmas, but this soon changed and the Examination concluded in March after many hours of representations and lots of 'homework'. We are expecting the Inspectors modifications in the summer and there will need to be further consultation by the Inspector on them.

The Leader of the Council took the opportunity to thank the Planning Team, who had gone above and beyond the call of duty, working very long and unsociable hours.

A Summary of the Coming Year

The Leader of the Council advised that most of the information regarding the coming year was included the Corporate Plan, which Members would all be familiar with and drew attention to the following:

- Local Plan  
Got to get through the modifications and on to consultation, adoption and implementation;
- Crematorium  
The Council would be moving forward with the crematorium project, now that the planning applications had been submitted;
- Waste Contract  
Ensure that the Waste Contract was embedded and running smoothly;

- Museum  
The Town Hall had been open, running effectively and earning income for over two years. It was now important to get a resolution to the ownership of the entrance thereby allowing the full opening of the Museum;
- BIDS  
Work with our BIDs to ensure that the re-ballots are undertaken effectively. The Council undertook the re-balloting process at no cost to the BIDS as part of the Council's financial contribution to them.
- Careline  
Continue to develop our Careline operation with our private clients, Herts County Council and corporate clients looking at new deployment opportunities. Technology was enabling people to remain in their own homes for longer and Careline was service supporting this.  
  
The Leader of the Council recommended that Members arrange to visit the Careline Manager, who would explain upcoming technologies and their uses.
- Commercial Service Delivery  
Develop our commercial approach to service delivery;
- Churchgate  
Ascertain what options exist for Churchgate and the market area of Hitchin.

#### What Went Well

- Office Accommodation  
There was a huge amount of commitment from all parties including staff, project team, contractors and Councillors;
- North Herts Leisure Centre  
This was well organised in order to minimise disruption whilst delivering a project of significant complexity;
- Shared Service Waste Team  
This was brought forward from the original proposal of mid 2019 to late 2017. This was to ensure that new shared team was in place for start of the contract.
- Elections  
Administrative arrangements for the snap General Election, which was called whilst we were in the run up to the County elections.

The administrative complexity of running two elections on different timetables with huge resource pressures went well.

#### What needs to be improved Upon

The Leader of the Council stated that, in her view, you can always improve and it was important to recognise that identifying improvements was not an implied criticism and drew attention to the following areas

- Being ambitious whilst recognising resource constraints and being realistic about what we could deliver. Sometimes our enthusiasm exceeded our ability to deliver.
- Communication could always be improved upon and that relates to everyone associated with the organisation including officers, Councillors, residents and partners.



- Having a common purpose. Once a decision was made, acting on it for the good of the Council and the residents of the District.
- Having the ability to think longer term and strategically. There would be increasingly difficult decisions to take in the future and that would take a shift in mind-set.

Members asked for an update regarding the Hitchin Town Hall and queried why an interim arrangement had not been made.

In respect of the interim deal, there was a privately arranged public meeting in Hitchin, at which it was mentioned that an interim deal regarding access was being offered to the Council. This offer was not made to the Council, but it was looked into. The deal offered related to disabled people and not the general public and the other party wanted this arrangement to be under licence. The options were to stop the negotiations already taking place in order to negotiate a licence or to continue with the negotiations already in hand. It was decided that it was more expedient to continue the existing negotiations.

In spring 2017 an amount of money had been agreed for the purchase of 1415 Brand Street and the Council understood that a deal regarding this was agreed and was ready to sign. Following a Board meeting of the other party, the negotiating team changed and 10 additional clauses were submitted. The Council had considered each of these clauses, seven were now agreed on, two were close to resolution and one needed more negotiation.

This process had so far taken 19 months.

Members commented that it was a matter of some urgency that the Council push forward with the commercialisation agenda and asked about the appointment of the senior person to take this forward. They noted that the SIAS report recommended some cross party working to take this forward and asked whether this would be supported.

The Leader of the Council agreed that the commercialisation agenda was urgent. In respect of cross party working, she would look at how this could be introduced.

Members expressed concern at the comments made regarding the brown bin service being heavily subsidised, as they were under the impression, from papers presented to Cabinet, and considered by this Committee, that the service would provide a significant profit.

The Leader of the Council did not recollect any papers that talked about profit in relation to brown bin collections. However she would take this away and clarify the position.

She confirmed that the aim was for the service to become self-funding and, if it became profit making, a debate would be held as to what any surplus fund would be used for.

Members referred to the Gender Pay Gap, they noted that NHDC had fared particularly poorly against other Local Authorities in this area and asked what actions would be taken to reduce the gap.

The Leader of the Council advised that the Gender Pay Gap was particularly low, mainly due to the number of outside contracts that were mainly staffed by male employees, resulting in the ratio of female employees employed directly by the Council being particularly high. Local Authorities were very generous with flexible working including the ability to work from home and flexible hours, which appealed particularly to young females.

The Council needed to encourage female workers to apply for any internal promotions as well as senior positions.

The most recent senior appointment was for the Deputy Chief Executive, the short listed people for this was four females and two males.

Female employees should be encouraged to request training, which would support them in applying for more senior roles.

A Member commented that it was important for NHDC to encourage females to apply for senior roles, but also to support their needs and queried whether there was a plan in place to address these issues.

The Leader of the Council advised that there was not a specific plan in place, however NHDC had always offered training and support to all staff. Any further plans and actions would be for the Head of Paid Service (Chief Executive) to produce and implement.

In terms of pay scales, which was a different issues to that of the Gender Pay Gap, the Council had one pay scale that applied to everyone and there was no pay inequality.

The Chief Executive advised that further work was be undertaken through coaching and mentoring as well as the opportunities in regular performance reviews and professional development and these actions were underpinned by the People Strategy and the Workforce Development Plan.

In response to a question, he advised that a considerable amount of work had been undertaken regarding coaching training and this continued.

A Member noted that an area identified in previous years for potential savings had been the abolition of Area Committees and sought assurance that Area Committees, together with their grant making powers would not be abolished.

The Leader of the Council reminded Members that there would be increasingly difficult financial decisions to be made in the future, particularly if the Government continued to increase the negative grant for NHDC. As funding was reduced, so the amount available for grant funding had reduced, and it was possible that grant funding would no longer be available in the future.

In respect of Area Committees, she could not give any guarentees that these would continue in perpetuity. NHDC had maintained the Area Committees so far and were the only authority in Hertfordshire to do so.

**RESOLVED:**

- (1) That the Leader of the Council be thanked for her presentation;
- (2) That the Chief Executive be requested to investigate the queries regarding the finances surrounding the brown bin collection service and report back to Members of this Committee.

**12 REGULATION OF INVESTIGATORY POWERS ACT**

**RESOLVED:** That the report entitled Regulation of Investigatory Powers Act – Quarterly Update be noted.

**REASON FOR DECISION:** To comply with best practice guidance and the Committee's terms of reference.

**13 MEMBERS' QUESTIONS**

Councillor Stears-Handscomb confirmed that he had agreed for the question he posed on 20 March 2018 to be responded to at the meeting due to be held on 18 September 2018.

No further questions had been asked.

**RESOLVED:** That it be noted that Councillor Martin Stears-Handscomb had agreed that the answer to his question, asked at the Overview and Scrutiny Committee meeting held on 20 March 2017, be responded to at the meeting due to be held on 18 September 2018.

**REASON FOR DECISION:** To ensure that questions from Members are responded to in a timely manner.

**14 RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Chief Executive presented the report entitled Resolutions of the Overview and Scrutiny Committee.

Minute 50 – September 2015 – Task and Finish Group on the Commercialisation of Council Services

Members noted that the Service Director – Commercial had been tasked with developing a commercialism strategy and queried whether there was a timescale for this to be completed.

The Chief Executive advised that the Service Director - Commercial took up the post on 1 June 2018 and one of the first objectives was to set a timescale for this.

Members agreed that the new Service Director – Commercial should be requested to make a presentation to this Committee.

**RESOLVED:**

- (1) That the actions resulting from the resolutions of the Overview and Scrutiny Committee be noted;
- (2) That the Service Director – Commercial be invited to attend the meeting of this Committee due to be held on 18 September 2018, to discuss future plans for commercialisation and how the recommendations of the Task and Finish Group on Commercialisation may be implemented.

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to review and monitor the progress of resolutions made.

**15 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19**

The Chief Executive presented the report entitled Overview and Scrutiny Work Programme and drew attention to the following:

Member Workshop on Scrutiny

The Chief Executive drew attention to Paragraph 5.2 of the report which referenced the planned workshop.

The Scrutiny Officer was in dialogue with the Office of Public Scrutiny to draw together a programme for this workshop

Part of effective scrutiny was being able to present recommendations in a way that was acceptable and achievable.

**Tuesday, 12th June, 2018**

Members commented that it was important that there was dialogue between this Committee and Cabinet to find a way to ensure that the best possible outcomes were achieved from recommendations made by this Committee.

#### Lessons Learnt Log

Members commented that this needed updating.

Members discussed that it would be valuable for this Committee to meet with Heads of Service to see how the lessons learnt log was used.

#### Task and Finish Groups

Several subjects were awaiting scheduling as follows:

Consultation and Engagement	Waste Contract
Review of MOU Grants	Review of Hitchin Town Hall
Parking Strategy	Commercialisation Strategy
Effectiveness of the Community Halls Strategy	

Members considered that there should be a Task and Finish Group on Communication and Communication in a Crisis and that the proposed Waste contract Task and Finish Group be retitled as Implementation of the New Waste Contract.

The Chief Executive advised that basing detail gathered for Task and Finish Group investigations around specific projects was sometimes unhelpful, rather a schematic view that was more useful.

It was important to have an overview of how events and tasks were managed and try to draw out key learning points that could be applied to a specific project or more widely.

The proposed Task and Finish Group on Consultation and Engagement was based on the Council's Consultation Strategy and this was an area that would benefit from an overview and that Business Continuity elements should be considered at this time.

Members considered that a draft scope should be prepared for a Task and Finish Group on the Implementation of the new Waste Contract and that a small group of Members be tasked with preparing the scope outside of the meeting. It was agreed that Councillor Weeks be invited to help with this task.

Councillors Kate Aspinwall, Steve Deakin-Davies, Elizabeth Dennis-Harburg, Jean Green and Janine Paterson volunteered to undertake this task.

#### Forward Plan

Members considered that the following items listed on the Forward Plan should be considered by this Committee:

Local Plan Modifications  
Approach to Developer Contributions in North Hertfordshire  
Corporate Enforcement Policy

#### Work Programme

Members commented that not all decisions appeared on the Forward Plan and that any project regarding Churchgate should be considered by this Committee.

The Chief Executive advised that any decision regarding Churchgate would be considered by full Council.

Members queried whether this Committee could consider reports due to be considered by Council.

**RESOLVED:**

- (1) That the Overview and Scrutiny Committee Work Programme be noted;
- (2) That the following be added to the list of potential Task and Finish Groups/Reviews:
  - Communication and Communication in a crisis;
  - Implementation of the new waste and recycling contract;
- (3) That Councillors Kate Aspinwall, Steve Deakin-Davies, Elizabeth Dennis-Harburg, Jean Green and Janine Paterson be requested to meet at 6.30pm on 24 July 2018 in order to draw up a draft scope for a review of the Implementation of the new waste and recycling contract and that Councillor Weeks be invited to help with this task;
- (4) That, in addition to the list of proposed items for consideration at the meeting due to be held on 24 July 2018, the following also be considered:
  - Whether Items due to be considered by Council could be considered by this Committee;
  - Draft scope for a review of the implementation of the new waste and recycling contract.
- (5) That the following be added to the list of Items to be scheduled for future meetings:
  - Local Plan Modifications
  - Approach to Developer Contributions in North Hertfordshire
  - Corporate Enforcement Policy

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to plan and carry out its workload efficiently and effectively.

The meeting closed at 10.25 pm

Chairman

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# Agenda Item 3

## NORTH HERTFORDSHIRE DISTRICT COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD IN THE COUNCIL CHAMBER, COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY  
ON TUESDAY, 24 JULY, 2018 AT 7.30 PM

#### MINUTES

**Present:** *Councillors Cathryn Henry (Chairman), Elizabeth Dennis-Harburg (Vice-Chairman), Ian Albert, Sam Collins, Steve Deakin-Davies, Jean Green, Steve Jarvis, Ben Lewis, Gerald Morris, Michael Muir, Oliver, Janine Paterson, Val Bryant (In place of Martin Stears-Handscomb) and Sue Ngwala (In place of Kate Aspinwall).*

**In Attendance:**

*Jeanette Thompson (Service Director - Legal and Community), Reuben Ayavoo (Senior Policy Officer), Sarah Kingsley (Communications Manager), Jo Dufficy (Customer Services Manager), Kirstie Wilson (Temporary Scrutiny Officer) and Hilary Dineen (Acting Committee and Member Services Manager)*

#### 16 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Kate Aspinwall and Martin Stears-Handscomb.

Having giving due notice Councillor Sue Ngwala advised that she would be substituting for Councillor Kate Aspinwall.

Having giving due notice Councillor Val Bryant advised that she would be substituting for Councillor Martin Stears-Handscomb.

#### 17 MINUTES - 12 JUNE 2018

The Minutes of the meeting held on 12 June 2018 were tabled. Members agreed that these should be agreed and signed at the next meeting

**RESOLVED:** That the Minutes of the Meeting held on 12 June 2018 be agreed and signed at the next meeting.

#### 18 NOTIFICATION OF OTHER BUSINESS

No other business was submitted for consideration by the Committee.

#### 19 CHAIRMAN'S ANNOUNCEMENTS

- (1) The Chairman welcomed Kirstie Wilson (Temporary Scrutiny Officer);
- (2) The Chairman thanked those who met earlier in the evening to discuss a Scope for a Waste Task and Finish Group;
- (3) The Chairman reminded those present that, in line with Council policy, the meeting would be audio recorded;
- (4) The Chairman asked Members to speak into the microphones;

- (5) The Chairman drew attention to the item on the agenda front pages regarding Declarations of Interest and reminded Members that, in line with the Code of Conduct, any Declarations of Interest needed to be declared immediately prior to the item in question.

## **20 PUBLIC PARTICIPATION**

There were no presentations by members of the public.

## **21 URGENT AND GENERAL EXCEPTION ITEMS**

No urgent or general exception items were received.

## **22 CALLED-IN ITEMS**

No items had been called-in since the last meeting of the Committee.

## **23 CORPORATE PLAN 2019 - 2024 AND CORPORATE OBJECTIVES FOR 2019-2024**

The Senior Policy Officer presented the report entitled Corporate Plan 2019 – 2024 and Corporate Objectives 2019 – 2024.

He advised that the Corporate Plan informed the Corporate Business Planning process.

Since the report was published, it had been amended and an updated version had been tabled.

Minor amendments had been made to the objectives as follows:

### Objective 1

Ensure the phrase “disadvantaged people” is used consistently throughout.

### Objective 2

To read “To promote sustainable growth both within and where it affects our district to ensure economic and social opportunities exist for our communities, whilst remaining mindful of our cultural and physical heritage.”

The Senior Policy Officer advised that the plan reflected changes in legislation, capacity of the authority, financial constraints, population changes and patterns and location of areas of deprivation.

The Corporate Plan, at Appendix A, recognised the daily activity that the Council undertook

The objectives had remained the same for the last 3-4 years, however the aim was to review and refresh the document for the 2019/20 new Civic year.

The current Corporate Plan was a living document and minor amendments had been made to the published and current Corporate Plan as follows:

### Percentage of Household Waste sent for Reuse, Recycling and composting.

The target for 2018/19 had been reduced from 60% to 55%, as the 60% target was aspirational and, although in the future this might be achieved, recent forecasting indicated that performance this year would be lower.

### Crime Figures

North Herts had moved from fourth to third lowest in the county.



### Third Party reporting Centre

Clarity around what a third party reporting centre is.

### CAB

The significant support that NHDC provides to CAB seeks to address the needs of those that live in areas of deprivation

### Local Plan

The Submission Local Plan was subject to an extensive Examination in Public, potential sites were subject to individual and group representations made to the Inspector. The forthcoming Modifications put forward by the inspector will be subject to a further consultation process.

We recognise that tensions exist in creating opportunities for growth both to sustain the local population and to meet the growth aspirations of neighbours, including 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.
- We will represent the authority with regard neighbours plans, policies and aspirations such as with the expansion of London Luton Airport, the growth envisaged within the Oxford/Milton Keynes/Cambridge Arc and London.

### Go Local Policy

Expenditure under the Go Local Policy increased 16% to 38%

### Town Centres

Acknowledgement of the challenges facing high street/town centre retail and Local plan – social housing provision

### Commercialism

Appointment of the Service Director - Commercial in June to drive this agenda for the council.

The progression of the building control company (Herts Building Control)

Highlight of the excellent work of Careline and its expansion across the districts with 16,000 service users.

### Areas of Deprivation

Added clarity to identify the areas of deprivation in North Herts.

### Financial

Readiness for future reductions that could arise from Business rates retention models, fair funding and new homes bonus allocations.

Members were generally disappointed with the Corporate Plan and were concerned that the document appeared to be a list of past achievement rather than a forward facing aspirational document that included details of future plans and expressed concern that the document was just an amended version of last years Plan

A number of suggestions were made regarding items that should be included in the Corporate Plan including:

- How the Council will continue to address air quality issues across the District;
- Inclusion of aspirational targets rather than Targets that were achievable, so as to encourage improvement;
- More reference to supporting equality and diversity throughout North Herts including work undertaken with LGBT groups;
- More detail on how objectives and targets would be achieved;

- Acknowledgment of changing risks to employment opportunities in surrounding areas such as Stevenage;
- More detail regarding the issues that would have an impact on the organisation and its budget and how these would be overcome.

In response to questions the Service Director – Legal and Community confirmed that it was planned to refresh the Plan in time for the 2020 Civic Year and work would likely start in September 2018 regarding this that would include Member workshops and that the new document could potentially look very different.

Most Members felt strongly that the Corporate Plan was not fit for purpose and needed to be refreshed and there was lively debate as to the appropriate timing for this to happen, with some Members demanding an immediate rewrite, and that there should be more Member involvement, at an earlier stage, in the development of the Plan, possibly through a Member workshop.

Some Members commented that the Corporate Plan had not included some of the most important issues in past years, such as the retendering of the Waste Contract. Decision making was being led by financial issues rather than by this document. In response to a question the Senior Policy Officer advised that the drawing up of a brand new Plan would take a large amount of Officer time.

**RESOLVED:** That the report entitled Corporate Plan and Corporate Objectives 2019-2024 be noted.

**RECOMMENDED TO CABINET:** The Overview and Scrutiny Committee considers that the current Corporate Plan Document is a record of past achievements rather than a plan for the future, and that it should be revised to clearly set out plans to achieve Council's objectives.

The Overview and Scrutiny Committee Urges Cabinet to revise this Plan at the earliest opportunity.

**REASON FOR DECISION:** To consider the report entitled Corporate Plan and Corporate Objectives 2019-2024 prior to consideration by Cabinet.

## 24 **INFORMATION NOTE - FULL YEAR UPDATE ON COMMENTS, COMPLIMENTS AND COMPLAINTS (3Cs)**

The Committee received an information note entitled Full Year Update on Comments, Compliments and Complaints (3Cs).

The Customer Services Manager advised that this was the annual update regarding the 3Cs and drew attention to the following:

- The format of the report had changed 18 months ago and was a more visual style.
- The number of 3Cs had mostly decreased.
- In 2013/14, there had been a significant increase, but the numbers had steadily decreased since that time so that the level was now reasonably consistent.
- During 2017/18 there had been an increase in the number of comments, which was mainly regarding the planned changes to the waste service and the removal of dog waste bins.
- The leisure centres had received increased feedback following installation of feedback machines.
- All feedback was welcomed and encouraged.
- Complaints were usually responded to within 10 days.

**Tuesday, 24th July, 2018**

- Nine complaints were escalated to the Local Government Ombudsman,
- One complaint to the Local Government Ombudsman was upheld relating to Planning and Development, this had previously been reported to the Committee.
- Nationally the Local Ombudsman upheld 60 percent of complaints referred to them.

In response to queries and comments from Members, the Customer Service Manager advised that social media comments and complaints were not formally logged, although complaints were picked up and dealt with.

The Communications Manager advised that analytic data regarding social media use could be produced and there had been a significant increase in social media traffic recently.

Many of the social media posts were not making specific points or complaints, but were mainly people making their voice heard, which could not be recorded under 3Cs. However, if specific issues or complaints were made, the customer was asked to direct message the Council and the issue would then be taken forward and recorded.

A protocol regarding social media was being developed which would address issues such as:

- The Council is not available 24 hours a day to respond to social media enquiries and comments;
- What the Council would tolerate in terms of comments from users;
- How we would deal with comments and complaints

Members expressed concern that the comments, compliments and complaints made via social media were not included in the data and suggested that more sophisticated social media analytic applications should be invested in and utilised.

They were concerned that the protocol for recording comments and compliments seemed less stringent than that for recording complaints and that the protocols used for 3Cs should be reviewed to ensure they were fit for purpose whether the numbers of contacts were small or large.

Members noted that the complaints page on the NHDC website did not mention social media and suggested one of the methods of making a complaint to be by fax. They suggested that this page should be reviewed.

The Customer Services Manager advised that obtaining the right technology, including analytical capabilities, formed part of their future plans.

In response to further comments and questions the Customer Services Manager advised that:

- The web pages regarding complaints would be reviewed.
- The policy stated that third party complaints, such as those from Councillors, would not be recorded, although the customer would be contacted and, if they made a complaint directly, this would be recorded.

Members were concerned that complaints made on behalf of residents by Councillors were not recorded, as the public viewed Councillors as being the Council.

**RESOLVED:**

- (1) That the Executive Member be requested to consider obtaining the right technology to ensure that comments, compliments and complaints made via social media, as well as those received by other methods, are able to be analysed, progressed and recorded effectively;

- (2) That the Customer Services Manager be requested to review the NHDC website pages regarding complaints and update it as necessary.

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to consider the full year update regarding Comments, Compliments and Complaints (3Cs).

## 25 A NEW APPROACH TO SERVICE PLANNING

The Service Manager – Legal and Community presented the report entitled A New Approach to Service Planning.

She advised that the Senior Management Team had reviewed the approach taken in regard to service planning and how this would be presented and agreed that there would be an overarching 4 year Service Delivery Plan with service areas providing input into individual service actions plans all of which would be updated annually.

The new Service Delivery Plan and Action Plans were available on the NHDC website

In response to queries from Members the Service Director –Legal and Community advised that the service action plans had been provided to SMT, who then included any corporate actions in those documents in the Service Plan, the service specific/operational items were then published as the Service Action Plans.

The Communications Manager advised that, as part of the service planning process, SMT considered that latest results of the District Wide Survey, specifically regarding how well informed people felt, whether NHDC consulted with people regarding what they want, whether NHDC engaged with local communities and whether NHDC fully consulted with people, all of which had received less positive results in this survey.

In response to the results of the District Wide Survey, the Communication Team were looking at using new channels of communication and would be introducing an Ebulletin service, where people can subscribe to specific topics, and a digital magazine.

Whilst awaiting the expected Task and Finish Group on Consultation, there had been an interim review of the Consultation Strategy which had considered:

- Staff awareness of the Consultation Strategy;
- How well consultations and feedback was publicised;
- Use of the Citizens Panel.

The Communications Manager further advised that she would be offering the Senior Managers Group a session regarding consultation that would remind Service Managers of the Consultation Strategy, what it is, what the principals are and how consultations should be carried out.

They were also considering how the Citizens Panel could be used more effectively and whether people would like to leave their email address so that feedback could be given on consultations that they had taken part in and the decision taken following that consultation.

Members asked who best the Overview and Scrutiny Committee could support and engage with the development of the Consultation Strategy.

The Communications Manager advised that, her main focus would be on developing the Citizens Panel as they were a group of willing volunteers who could provide a lit of useful information.

Members welcomed the introduction of an e-magazine and queried whether, once introduced, the printed magazine could then be discontinued.

**Tuesday, 24th July, 2018**

The Communications Manager informed Members that the number of editions of Outlook had been reduced and there were no plan to stop this paper magazine. Outlook was widely read and well received however it was acknowledged that not everyone read it and that it appealed to a specific demographic.

The purpose of the e-magazine was to reach audiences that were not already reading the magazine and would be much more community focussed. Social media users tended to be a different group of people from those already engaging with us.

Members commented that the list of activities at Section C of the Plan were not prioritised, nor were resources for these activities identified and in respect of service action plans, these appeared to be business as usual topics and again they were not prioritised.

They queried how many people were on the Citizens Panel and whether they were representative in age/gender/diversity etc to the residents of the District.

The Communications Manager advised that that historically the Citizens Panel was recruited when the District Wide Survey was undertaken and it was not representative of the District, however if the Citizens Panel were used more frequently, the limitations would have to be recognised.

The Service Director – Legal and Community agreed to feedback the comments regarding the prioritising of actions plans and that they need to consistent in their content.

In response to queries, the Service Director – Legal and Community advised that the Service Delivery Plan provided a link between the Corporate Plan and Medium Term Financial Strategy and the targets set with staff during Regular Performance Reviews. It was part of the 'golden thread' that linked the Council's priorities with the work of individual members of staff.

***RESOLVED:***

- (1) That the new approach to service planning be noted;
- (2) That the interim review of the Council's Consultation Strategy be noted;
- (3) That the Committee requests that the review of the Consultation Strategy (see 2 above) be taken into account by the Task and Finish Group which considers the subject of Consultation.

***REASONS FOR DECISION:***

- (1) To ensure that the Overview and Scrutiny Committee is aware of the processes in place with the organisation in respect of service planning;
- (2) To inform the Overview and Scrutiny of the interim review of the Consultation Strategy prior to the Task and Finish Group on consultation which will of course produce its own recommendations in due course.

**26 MEMBERS' QUESTIONS**

No questions had been submitted.

**27 RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

The Temporary Scrutiny Officer presented the report entitled Resolutions of the Overview and Scrutiny Committee and drew attention to the following:

Complete Resolutions

A number of resolutions had been marked as complete and would be removed for the next report.

Minute 111 – March 2017 - Resolutions Report –Task and Finish Groups

A training proposal had been received from the Centre for Public Scrutiny.

This consisted of a 2.5 hour training course for all Members and a suitable date for the delivery of the course was being sought.

Minute 31 – July 2017 – Resolutions Report for July 2017

A workshop was still in progress regarding improving relations between the Overview and Scrutiny Committee and the Cabinet.

**RESOLVED:**

- (1) That the actions resulting from the resolutions of the Overview and Scrutiny Committee be noted;
- (2) That the Temporary Scrutiny Officer be requested to canvass the Members of this Committee in order to ascertain the most appropriate date for the Centre of Public Scrutiny training course.

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to review and monitor the progress of resolutions made.

**28 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19**

The Temporary Scrutiny Officer presented the report entitled Overview and Scrutiny Work Programme and drew attention to the following:

Topics to be scheduled

Paragraphs 8.4 and 8.5 of the report detailed topics that had yet to be scheduled into the work programme.

The Waste Contract

A small group of Members met before this meeting to develop a scope for a proposed Task and Finish Group on the new Waste Contract, this would be presented to the Committee at a late meeting.

The Service Manager – Waste and Recycling indicated at the meeting in June 2018 that she needed a bit of time to gather data and information and to let the contract settle down and it was now time to consider how and when the Waste Contract would be reviewed by the Committee.

Members acknowledged that the contract was not yet of a standard that warranted officers being taken from their duties to report to this Committee, yet there was a timing imperative, as a key officer was due to go on maternity leave and her input would be invaluable.

They were concerned that the Committee had the opportunity to establish whether there were ongoing problems and ask questions as to why they were ongoing.

Councillor Dennis-Harburg (Chair of the Task and Finish Scoping Group) advised that the group had been trying to identify the ongoing issues and prepare a list of questions that could be used as a basis for the Service Manager's report and presentation to the Committee in September. This initial review could then, if required be followed by a more detailed Task and Finish Group.

**Tuesday, 24th July, 2018**

Members agreed that the Service Manager – Waste and Recycling, the Executive Member for Waste, Recycling and Environment and a senior Manager from Urbaser should be invited to the September meeting of this Committee.

Members noted that the contract in East Herts was operating smoothly and the reasons for the differences between the areas should be identified.

They agreed that the September meeting should be, as far as possible, a single issue meeting, with scheduled business being moved to a late meeting.

#### Communications Strategy

The Chairman suggested that, rather than a Task and Finish Group on Consultation, volunteer Members of this Committee be requested to meet with the Communications Manager to advise on the Consultation Strategy and Citizens Panel.

The following Members volunteered:

Councillors Sam Collins, Steve Deakin-Davies and Sue Ngwala.

The group was asked to update the Committee once the work was complete.

#### Local Plan Modifications

The Service Director – Legal and Community advised that the Inspector did not anticipate coming back to the Council to request further documentation until mid September 2018 and was unlikely to go to Cabinet or Council in September 2018.

#### **RESOLVED:**

- (1) That the Overview and Scrutiny Committee Work Programme be noted;
- (2) That the meeting due to be held on 18 September 2018 be, as far as possible, a single issue meeting focussing on the waste contract, with scheduled business being moved to a later meeting;
- (3) That the Waste Contract Scope be finalised and agreed by the scoping group in consultation with the Chairman of the Overview and Scrutiny Committee;
- (4) That, in place of the proposed Task and Finish Group on Consultation, the Temporary Scrutiny Officer be requested to facilitate a meeting of Councillors Sam Collins, Steve Deakin - Davies and Sue Ngwala and the Communications Manager to discuss the Consultation Strategy and the Citizens Panel and that those Councillors be requested to report back to the Overview and Scrutiny Committee once the work is completed.
- (5) That the group considering the Consultation Strategy and Citizens Panel (see 4 above), be requested to take into consideration the Interim Review of that Strategy (see Minute 25(3))

**REASON FOR DECISION:** To enable the Overview and Scrutiny Committee to plan and carry out its workload efficiently and effectively.

The meeting closed at 10.10 pm

Chairman

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**OVERVIEW AND SCRUTINY  
18 SEPTEMBER 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**INFORMATION NOTE : MOBILISATION OF WASTE, RECYCLING AND STREET  
CLEANSING CONTRACT (DRAFT)**

INFORMATION NOTE OF THE SHARED SERVICE MANAGER, WASTE AND RECYCLING

EXECUTIVE MEMBER – WASTE MANAGEMENT, RECYCLING AND ENVIRONMENT

PRIORITY - RESPONSIVE AND EFFICIENT

**1. SUMMARY**

1.1 The purpose of this report is to provide information and evidence to the committee regarding the mobilisation of waste, recycling and collection services from the start of the new contract in May 2018. This report will outline the issues which have led to service failures, identifying current risks, work undertaken to improve service standards and ongoing work and limitations.

**2. INTRODUCTION**

2.1 NHDC and EHC procured a joint waste, recycling and street cleansing contract which went live on 6<sup>th</sup> May 2018 and resulted in a change of contractor. The contract covers approximately XXXX households and XXXX collections per week across approximately 4300 streets. The waste collection service comprises of the separate collection of residual waste, dry mixed (commingled) recycling, paper, textiles, batteries, garden waste (for subscribers) and food waste.

2.2 The impact on the individual collection streams has been different. Missed collections have been higher across all services with the majority of collection issues relating to garden waste and food waste services. Residual waste collections have been least affected, followed by dry mixed recycling, albeit that we had problems with the collection of textiles and batteries on some collection rounds.

- 2.3 Week 1 of the new contract created some difficulties for EHC with some of the hire fleet being incompatible with landfill manoeuvres. This led to multiple breakdowns and delays to collections through the first week.
- 2.4 Weeks 2 and 3 saw these problems settle down for EHC but new problems arise for NHDC. The contractor Straight Ltd failed to deliver all the 23l caddies and this was not identified until the end of the delivery schedule. This led to around 900 properties beginning the food waste service without caddies.
- 2.5 The data load of garden waste customers into the Whitespace Powersuite system (the software package which runs and monitors collection services) was inaccurate. This was due to mismatches between addresses inputted by customers and the National Land and Property Gazetteer database and how the matching process was set up.
- 2.6 By the end of Tuesday in Week 2, the phone systems in North Herts were crashing due to the number of calls coming in about missed bins. Identifying the properties with missing data was pain staking and time consuming and initially we were unaware of what had caused the errors.
- 2.7 It was initially believed this affected 1500 properties but call volumes suggested the problem was likely greater. The decision was taken to reload the data and undertake a property matching exercise manually to correct incorrect addresses. The majority of these data issues were resolved on 7 June 2018.
- 2.8 By week 3 it was also clear that food waste collections were problematic with large numbers of missed streets being identified, crews worked on the Saturday of that week to catch up but collections the following Monday demonstrated that the 'collection' problems were more than just crews and agency staff getting used to new collection rounds. Some imbalance in collection rounds was identified and Urbaser put in manual round changes to improve this over the following weeks.
- 2.9 The use of in-cab has been temperamental mainly due to the hire fleet not always charging units effectively. As the permanent fleet has been gradually delivered, the reliability of the in-cab units has improved. All crews were issues with paper 'back up' round information should they find the in-cab stopped working. The short mobilisation period impacted the delivery of permanent vehicles. See section 4.2.3 for further details on the mobilisation period.

- 2.10 Additional administrative staff were brought in by Urbaser to help manage contacts in week 3 but there were additional impacts of residents using online forms to log missed bins. These currently don't automatically link to Whitespace so create an email, which then has to be manually entered into Whitespace we are finding a good percentage of these would not be entitled to have missed bins collected, either they haven't paid, weren't due a collection or were out of time reporting. By the end of week 3 the client team were informed that there was a backlog of 2000 outstanding emails.
- 2.11 Collection problems improved slightly, however during Week XXXX it was evident that unrest amongst staff was leading to further disruption to collections. Further additional resource in terms of supervision, administration and collection staff were added into the contract to try to alleviate the problems and improve resident contact.
- 2.12 Ongoing analysis of missed collections has identified that collection staff require more training in the in-cab systems in order to ensure that they full identify the properties requiring collections. Work is currently continuing to look at whether improvements can be made to the in-cab systems to ensure that sub streets, courtyards and flats can be viewed more simply in the system.
- 2.13 A lack of knowledge of rural collection locations has been a problem for some properties and the client team and Urbaser management team are continuing to work on ensuring collection staff have sufficient information about how to access and find the properties.

### **3. STEPS TO DATE**

- 3.1 This information note is provided at the request of members of the Overview and Scrutiny Committee at the meeting on 12<sup>th</sup> June 2018.
- 3.2 Unanswered questions have been collated from the above meeting and will be answered as part of this report, giving consideration to the ongoing nature of some service failures.

### **4. INFORMATION TO NOTE**

- 4.1 At the meeting of overview and Scrutiny on 12 June 2018 Members requested additional information regarding the service failures being experienced by residents in particular relation to garden waste and food waste collections. Responses to questions from that meeting which were outstanding are below:-

**4.2 What can the Council do to ensure that the public has faith in its ability to deliver future large scale contracts / projects?**

4.2.1 The entire project has been managed by a team of experienced officers from NHDC and EHC as well as oversight being applied by the Project Board. Both the officer team and Project Board have continued to review the risks associated with the roll out of new services at the start of a new contract. In any project it is not always possible to foresee the full impact of all risks.

4.2.2 Joint contracts for major services present unique challenges that are not relevant to large scale projects where only NHDC is the commissioner. Ensuring the public has faith in large joint contracts with other Councils could mean that we risk assess the amount of time we set aside for negotiations and discussions with partnering Councils and Members and any additional delay which may result as a consequence of decisions being 'called in'.

4.2.3 The reduction in the mobilisation period of the contract from 1 year to 5 months has played a significant part in the progression of the mobilisation of the contract. The majority of this reduction was due to a change in the requirements of the specification to include garden waste charging and a change in the customer service requirements.

4.2.4 A key learning point from the procurement of this contract is ensuring that the impacts of any delay on future projects are fully explored and understood. This is particularly important for service related contracts where a seamless transition is required on a set date and where a delay can not impact on service start date.

4.2.5 SIAS will be undertaking an audit during this financial year of the contract procurement and management. The Council will review any findings from the audit and ensure these are considered for future projects.

4.2.6 Overview and Scrutiny were provided details of the procurement evaluation model in September 2017 and scrutinised the decisions surrounding the award of the contract on XXXX and XXXX.

**4.3 Why did the Council not spot earlier that the process of paying for brown bin services was not operating effectively?**

4.3.1 Officers identified that there were elevated numbers of contacts and service problems within two days however the causes of the problems were not initially identified predominantly due to staff prioritising responding to complaints and reduced staffing levels in the client team.

- 4.3.2 The cause was twofold and in part related to residents providing address details in a bespoke manor, with the payment system not linking to the corporate addressing system. Mandatory fields were added to improve the address data collected but this did not help where residents misspelt words or mistyped postcodes. This was particularly problematic for the corporate system for taking payments which was used in addition to the online payment portal provided by Urbaser. The 'kiosk' was used for cash payments and card payments by residents visiting the DCO, residents were able to add a payment for the service with very little information attached regarding where the service should be provided.
- 4.3.3 The second problem with the data load related to how the matching was undertaken and how many address fields were used to match data. For example some errors occurred where there was more than one street of the same name in the district.
- 4.3.4 The short mobilisation period (which included the Christmas holiday period) significantly impacted on the amount of time available for the payment systems to be set up in time for payments to be taken from 5<sup>th</sup> February. Any delay in the implementation would have negatively impacted on the number of residents who signed up for the service.
- 4.3.5 It is not yet clear why the data loading errors were not sufficiently identified at the time of the load and why they were only discovered later. The client team is in ongoing discussions with Whitespace and Urbaser to identify why loading errors were not identified.
- 4.3.6 During the mobilisation of any contract there is a significant amount of work required for a client team in continuing to get a contract fully operational. This work was and is, still ongoing with staff having to balance the expectations of the public with their responsibilities towards managing the contract. The short mobilisation time meant that a full compliment of reports had not been set up and tested at contract start.
- 4.4 What might the Council do in response to complaints that payments were made for a brown bin collection service that was not delivered as advertised in the initial month?**
- 4.4.1 Officers are responding to all complaints coming into the service, either by telephone, email or letter. The majority of residents received a service. A further proportion of residents received a service which was delayed due to missed collections caused by data problems.

- 4.4.2 A smaller proportion of residents (487 or 1.8% of the 27215 customers) have experienced more than one missed collection for garden waste up until the end of August, these are being investigated to determine the causes. In most instances these relate to initial data loading issues, crews unfamiliarity with collection locations, particularly in rural areas, an imbalance of work on collection rounds and some staff behavioural problems.
- 4.4.3 The normal process for the management of missed bins is that a resident is able to either report direct to the Urbaser helpdesk by telephoning the Freephone 0800 number, by emailing the Urbaser team or by completing an online form, which is subsequently emailed to Urbaser. The client team is aware that residents found difficulty with all of these channels of communication which was a consequence of the volume of contacts being received.
- 4.4.4 In addition the client team also began to receive direct contacts regarding missed bins, due to the volume of contacts being received by the waste client team, vacancies in the team and planned annual leave due to the summer holidays complaints are not being responded to within 10 days. The auto-response being sent by the Council has been adjusted to reflect this.
- 4.4.5 The client team are also responding to a large number of complaints regarding single missed bins. It is not usual for a single missed bin to be considered as a formal complaint however it is clear that the expectations regarding the service standards are high. In particular, regarding the charged garden waste collection services.
- 4.4.6 The Council took immediate steps to mitigate the disruption to residents in the initial month and one such step was to collect all brown bins until the Council had resolved the data issues between Whitespace and the garden waste payment portal. This took place over a two week cycle.
- 4.4.7 The Council also held additional meetings with the contractor to discuss options from improving service standards and included discussions regarding the management of missed collections. Following these discussions, the contractor increased resources to assist with catching up on missed collections. However, it is appreciated that this has not yet resulted in the whole District receiving a good service. Going forwards, the contractor is maintaining the additional resources until it is clear that a good service can be provided within the tendered resources.
- 4.4.8 Urbaser to provide additional resource detail.

4.4.9 A significant proportion of staff are proactively supporting the management team by undertaking additional overtime to rectify and catch up missed collections swiftly.

**4.5 Could consideration be given to putting back the start of the 2019/20 payment period by perhaps a month to reflect this delay?**

4.5.1 This decision remains a decision for Cabinet. The Council is aware of calls for compensation and is currently considering all options and a decision will be made once the full extent of the disruption is known.

4.5.2 2267 properties out of 27215 (8.3%) customers experienced one or more missed garden waste collections between the start of the contract and end of July 2018. The majority of missed collections were rectified before the next collection however the data is not accurate enough to provide full details on these figures.

4.5.3 There are considerable costs to the Council should an extension to the service period be considered. These relate to both administrative costs in relation to updating the IT system for any extension. Or administrative costs associated with investigating individual claims if this was considered and the loss of income for providing a free service for a period or the cost of providing refunds.

4.5.4 There would also need to be consideration of the potential for additional communication costs to inform residents of any decision regarding an extension to the initial service period.

4.5.5 The cost of an extension per month to the 19/20 budget would be £90,700 based on current membership of the scheme.

4.5.6 The provision of the garden waste service is regulated by Chapter 4 of the Consumer Rights Act 2015. In particular, section 56 sets out a consumer's right to an appropriate price reduction. This right arises where the provider has failed to perform the services with reasonable skill and care and within a reasonable time. A right to a reduction is only available where a consumer cannot require repeat performance or there is a failure to provide repeat performance within a reasonable time.

4.5.7 Section 52 (3) of the Act confirms that a reasonable time is a question of fact. Unfortunately there is no further detail on what facts may be taken into account and the weightings for relevant factors. There are many relevant factors which have impacted the frequency of collection including, but not limited to, weather, staff absence and data issues. The Council has dedicated significant time and resources to ensure that bins are collected as quickly as possible and that hotspots are given specific attention. Given this background, it is not clear that any refunds are due under the legislation but there are no legal barriers to extending the current payment period in recognition of the disruption to residents.

- 4.6 Given that there was a known risk of Veolia employees not transferring to Urbaser, what steps did the Council take to ensure that significant local knowledge had been captured should this risk materialise and operatives no longer turn up for work?**
- 4.6.1 Vacancies within the transferring team were in part as a result of a lack of recruitment by Veolia rather than staff not transferring. Access to staff was extremely limited prior to the contract start. Under TUPE legislation Veolia were required to provide a list of employees 21 days prior to the contract start. A training day was held on 5<sup>th</sup> May 2018 for North Herts staff, this was the clearest picture that Urbaser had of the staff likely to transfer to their employment on 6<sup>th</sup> May 2018. 19 employees did not transfer from the original list provided by Veolia, however 5 additional staff turned who were not on the original list. These vacancies were managed by contingency resource planned at the start of the contract. It should also be noted that the North Herts Contract Manager did not transfer from Veolia.
- 4.6.2 All paper copies of existing work were provided by Veolia and the IT system operated by Veolia containing all contractual work and round data was transferred to the Council.
- 4.6.3 The client team undertook partial random checks of the data provided to ensure paper copies and IT systems matched.
- 4.6.4 Some of the Veolia management team transferred and all of the customer service/administrative team transferred all of whom had a vested interest in ensuring that the transfer of data was provided.
- 4.6.5 The local knowledge of individual crew members can never be fully accounted for. Experienced staff have been spread across services in an attempt to ensure as much local knowledge is shared as possible.
- 4.6.6 An IT system will never fully capture local knowledge and where collection custom and practice is outside of our collection policies the client team will be working with Urbaser to change these. For example where collection staff undertake collections which are not close to the access points for vehicles and staff are performing unnecessary manual handling of bins and where vehicle movements pose a health and safety risk.



- 4.6.7 With a change in service it was necessary to employ new staff to cover the new collection services and although existing staff have helped to provide an understanding of collection routes and locations it has not been possible to fully capture this for all areas, by swapping staff between services. This meant the newer garden and food waste rounds suffered the most from this lack of knowledge.
- 4.7 What arrangements were in place to ensure that those who did not get the brown bin information leaflet were able to avail themselves of the early bird rate for brown bin collection?**
- 4.7.1 We only have anecdotal information regarding residents who did not receive the early bird leaflet. The majority of complaints of the nature were found to have received a delivery to the street. Where the tracking from the delivery company demonstrated a delivery error these residents were offered the early bird discount up to the start of the service.
- 4.7.2 There is always the risk that unaddressed mail will be treated as junk mail by residents and consequently additional information was provided through the local press, social media and Outlook magazine.
- 4.8 Does the Council know how many properties did not receive the initial information leaflet regarding brown bin collection changes?**
- 4.8.1 No, all properties where we confirmed delivery was not made were either provided with a delivery of the leaflet or later offered the early bird discount. The letters delivered were not addressed individually and unfortunately it is likely that some households treated the letter as junk mail.
- 4.8.2 The delivery company used, D2D, is the same company used to deliver Outlook to the residents of North Herts. They are therefore experienced in delivering to the district. In addition the company uses tracking devices to monitor the progress of deliveries, this enabled checks to be undertaken across the district to ensure delivery was undertaken in all areas.
- 4.8.3 In addition to the leaflet to every household, residents also received information to the door in Outlook magazine. Extensive publicity was undertaken on Facebook and Twitter and well as related articles in the local press.
- 4.9 When the Council tenders for work, where is the tipping point between efficiencies needed and the contractor negatively impacting on terms and conditions of staff?**

- 4.9.1 Social Value is assessed in every tender, so far there have been no terms and condition changes for staff. An entire method statement was dedicated to the provision of information regarding staff resources and this was considered and scored in accordance with the published evaluation model. This evaluation model was provided to Overview and Scrutiny at the meeting on XXXX.
- 4.9.2 Section 17 (5) (a) of Local Government Act 1988 states clearly that staff terms and conditions may not be evaluated or considered in the tender process. Essentially, this means that the Council could not include any award criteria in the tender regarding staff terms and conditions. The Council was also unable to include any specific requirements regarding staff terms and conditions in the contract or the service specification.
- 4.9.3 At contract commencement, it should be considered that there is usually no trade off between efficiencies and impact on terms and conditions because TUPE requires staff to transfer on the same terms and conditions. Rather; efficiencies are generated through economies of scale, procurement strategy and careful consideration of our requirements i.e. what services are suitable for output based specifications and giving bidders appropriate levels of freedom to innovate. I.e. not prescribing the number of vehicles and hence more freedom for route planning.
- 4.9.4 'Custom and Practice' of staff finishing earlier than their contracted hours is a historical inevitability of practices which have not been evolved since the Veolia contract was let in 2002. Changes in some custom and practice is an inevitable part of seeking working practice efficiencies and modernisation of collection services, for example the requirement for staff to use in-cab technology rather than paper based recording systems. However the lengthening of the working day has not been as a result of changes in staff resourcing levels but changes to the collection services required by the Council.
- 4.10 When the Council logs missed bins, where are they logged?**
- 4.10.1 The majority of waste calls have historically been managed by an outsourced call centre provided by the waste collection contractor. However when a missed bin report is logged by a Customer Service Operative at NHDC they have been logged on the Councils Achieve Service customer relationship management (CRM) system, this auto-generates an email to Urbaser (and previously did to Veolia).
- 4.10.2 In recent weeks the Customer Service team at NHDC have been logging missed bins direct into Whitespace the waste management IT system to speed up the response times for missed bins. This is a temporary measure, long term Urbaser are required to fully manage call handling on behalf of the Council for waste, recycling and street cleansing.

#### **4.11 What is being done to ensure that individuals' expectations are met in the future?**

- 4.11.1 It is important that the Council is clear on whether resident expectations are reasonable in all instances. For example if Council policy regarding reporting timeframes or contamination in bins is not adhered to this can have financial implications for the Council.
- 4.11.2 The number of unjustified missed collections logged has significantly reduced in the Urbaser contract and this is as a direct consequence of having insufficient capacity to check all reports made.
- 4.11.3 The client team are proactively responding to complaints and are using the Performance Management Regime built into the contract to encourage improved performance from the contract.
- 4.11.4 The client team have had limited resource available to proactively monitor collection services but have been undertaking additional audit sampling on a random basis of certain aspects of the service to determine if improvements are being seen.
- 4.11.5 Information is being passed to the public via the press, our website and social media when this has been agreed. However where services are not showing signs of improvement we have not provided more updates.
- 4.11.6 The complaint handling timescales have been removed from the auto generated responses as we are unable to provide confidence to residents about when these will be responded to. **Details of complaint numbers are provided in Appendix XXXX.**

#### **4.12 What percentage of issues experienced was related to rectification?**

- 4.12.1 The data held by the Council is unreliable in this respect. A rectification is raised at the request of a resident or a client officer. We are aware that in many cases multiple missed bins reports have been made for the same missed bin. There is no way to differentiate this in the IT system, without a manual check of each individual record. There is no resource to undertake this level of detailed work.
- 4.12.2 Where the client team are made aware of rectifications which are not completed there are mechanisms to manage this within the Performance Management Regime.

**4.13 Should and how might the Council have been more hands on in managing the transition from Veolia to Urbaser?**

- 4.13.1 A significant issue with this procurement was the time contractors were given to mobilise the contract. The longer the mobilisation period the more checks can be undertaken by both the contractor and the Council. In addition a longer mobilisation period would have ensured the fleet was ready for day 1.
- 4.13.2 The contractor was restricted in it's access to staff whilst not in their employment and the Council intervened to encourage better communication and access to staff by the outgoing contractor. **Gavin to expand.**
- 4.13.3 The Council receives a detailed method statement from the contractor regarding mobilisation which is assessed as part of the quality assessment. The Council would need to ensure that it does not assume the roles and responsibilities of the contractor during mobilisation as that could potentially absolve the contractor of liability and/or cause confusion. Therefore there is limited scope for the Council to be hands on particularly regarding the transfer of staff which is exclusively a matter between the outgoing contractor and the new contractor.
- 4.13.4 Given the restructure and resources in the client team there is little that the Council could have done to manage the transition. Councillors should be aware that we had a number of staff leave the client team during mobilisation which also impacted on the available resource to support Urbaser.
- 4.13.5 The transfer and management of staff is solely the responsibility of the contractor and not something that the client team would involve themselves with. Other than to understand how the management of the transition would be handled which was presented as part of the bid information.
- 4.13.6 Officers from the client team did attend the welcome meetings for staff to ensure there was an understanding of the training and the introduction being provided to staff.
- 4.13.7 All collection round data held in the existing Whitespace IT system was transferred as part of mobilisation of the contract and consequently the same round set up has been the basis of the new collection rounds for food and garden waste. The maintenance of this data was the responsibility of Veolia and subsequently is the responsibility of Urbaser.
- 4.13.8 As stated in XXXX above the client also undertook independent checks of the data provided by Veolia to Urbaser to provide some assurance of the accuracy. Given the size of North and East Hertfordshire these data checks were samples only, focusing on areas of known risk.

**4.14 There was a significant issue with communication to the public. Can the Council ensure that effective methods of communication using as wide a range of methods as possible are used to reach the maximum number of residents when future communications are required?**

- 4.14.1 Extensive resident communication took place prior to the roll out of the garden waste service, this is demonstrated by the number of residents participating in the scheme over and above the indicated numbers in the public consultation.
- 4.14.2 Resident communication regarding service failures is limited to known facts where collection services have not completed and although these are publicised on our website and via social media it is not possible to communicate with households on an individual basis.
- 4.14.3 Where collection service failures relate to individual properties or where information on areas which have not been completed has not been fully communicated between collection staff and the Urbaser management team we can not be fully sure of services which do not complete and the client team rely on further checks the next working day with Urbaser Supervisors checking streets where data is not completed on in-cab systems.
- 4.14.4 Updates were provided to Members and parish Councils via MIS and will continue to be provided when new information is available.
- 4.14.5 The Waste Awareness Officer role has been removed from the client team structure with some of these responsibilities being covered by the Service Development and Support Officer roles. During mobilisation two of these posts were vacant, leading to communication pressures. The final vacancy in this job role was only filled on 3<sup>rd</sup> September 2018.
- 4.14.6 The voluntary redundancy of the Service Development Manager as part of the client team restructure prior to contract start also impacted on the capacity of the team to provide timely and effective communication. However support has been provided and continues to be provided by the Communications team in this respect.
- 4.14.7 Officers will continue to respond to contacts they receive, however the volume of contacts currently being received is not manageable or sustainable with the vacancies in the team. Additional support has been drafted in from MSU and agency staff however the volume of contacts not being responded to within 10 working days remains high.

**4.15 What steps can the Council take to mitigate the blocking of the Council's and Urbaser's switchboards in the immediate future and in the longer term?**

4.15.1 In order to track the number of calls coming into Veolia and Urbaser the longstanding 0800 has been routed through the Council's corporate telephone system since XXXX 2017. as call traffic data was never provided or made available by Veolia. The intention was to redirect this number to Urbaser from the start of the new contract as all customer contact handling would be the responsibility of the contractor under the new contract. The transfer didn't take place immediately as Veolia had disconnected the local number that the 0800 number was due to redirect to, while the number was being reinstated with BT the NHDC customer Service team agreed to continue with the call handling temporarily.

4.15.2 The operational service issues that occurred led to an unprecedented increase in phone calls causing the phone system to become overloaded and intermittently failed to play announcements and queue calls correctly. This problem had not been encountered before so a number of remedial steps were taken which included;

- Increasing the capacity of the telephones IVR system to allow more calls to queue at any one time.
- Reducing the length of IVR messages played (which are used to signpost / direct callers appropriately) to free up some additional queuing capacity. This was monitored and tweaked on an ongoing basis as it was a dynamically changing situation and it was important to use the IVR to get key messages out to residents at key times.
- Contingency phone routing was also put in place to redistribute some calls to Urbaser staff.

As it became apparent that the call volumes were not decreasing the IVR capacity of the NHDC telephone system was increased at a cost of £2,970.00.

4.15.3 The continued increased call volume meant that residents continued to call NHDC as well as and / or instead of Urbaser. The Urbaser telephone number had an answerphone facility which was filling up very quickly and once full not allowing callers to leave messages or speak to anyone in person. This facility was unmanageable and was changed on 26 June 2018.

- 4.15.4 Urbaser introduced a new telephone system which had a call queuing facility, allowing callers to wait in a queue rather than divert to voicemail, whilst this resolved the voicemail issue it continued to cause frustration amongst callers who were held in a queue for long periods of time due to insufficient call handling staff at Urbaser. This in turn led to a continuing increase in calls the Council directly and resulted in all lines reaching capacity and intermittently being unavailable impacting on calls in and out and affecting other homeworking staff and other service users. The decision was taken to completely remove the 0800 from the Councils phone system, with the number going direct to Urbaser. This means we no longer have detailed call related data for this number. Residents have continued to call the Council directly but the volumes have significantly decreased.
- 4.15.5 The call answering staff at Urbaser have been increased from 3 to 6 with an additional operative dedicated to emails, the delay in this happening was due to the fact that Veolia left the office at the depot in a condition that required refurbishment which had to be completed before the infrastructure could be put in place to support additional call handling staff. In addition the NHDC Customer Service Team are also continuing to provide telephone and email support within the existing Customer Service Centre resources.
- 4.15.6 In addition the NHDC Customer Service also added additional temporary staff to help assist in the logging of contacts, in particular garden waste related contacts. This additional resource was in place for a four week period during May and June.
- 4.15.7 New online Whitespace linked web reporting forms are in development. They were not implemented prior to the start of the contract due to the reduced mobilisation timeframe. It is currently expected that these will be functioning from late September. The new forms will not require the manual inputting of online reports as a log will automatically be made in the Whitespace IT system. This will significantly reduce the administrative burden of managing contacts and will become the quickest and most efficient way of residents reporting collection problems.

#### 4.16 Additional Information Regarding Contact Handling

- 4.16.1 A large proportion of contacts were identified relating to missed collections or other requests which had not been rectified or actioned. Further investigation by the client team identified that these has not been logged on the Whitespace waste management IT system by Urbaser. The largest proportion of these related to calls taken by the NH Customer Service Team or requests logged online. Both of these contact types were being logged on the Councils corporate CRM system which generated an automatic email report directly to Urbaser.

- 4.16.2 Initial investigations involved both the Council Customer Service Team confirming that the email reports were being generated and the Urbaser management team assuring that these emails were being actioned and logged, albeit the Urbaser management team confirmed that due to the volume the logging of the contacts would often take a few days which would also often result in a further repeat contact.
- 4.16.3 More in depth investigations have identified that the volume of emails sent to the 'northhertsenquiries' email address from NHDC email accounts amounted to just over 19,000 emails from the start of the contract until 9<sup>th</sup> August 2018. Approximately 8000 of these were encrypted which caused significant delay in getting these initial reports logged. The encryption requirement was removed or put in place to comply with Data Protection rules regarding the secure transmission of personal data. Due to the high volumes of traffic and impact on processing time a decision was taken to remove the automatic encryption on 12 July, on the basis that Urbasers IT team worked with the NHDC IT team to establish a secure end to end encrypted connection.
- 4.16.4 Approximately 10,300 of the 19,000 were reports of missed collections logged either by the Customer Service Team or residents online. A further 1400 missed collection emails related to those referred by NHDC officers. 130 related to food caddy deliveries. A significant proportion of these were duplicate reports of the same missed collection. There is no way to determine what this proportion is.
- 4.16.5 This volume of emails equates to a period of 70 working days requiring on average 270 emails to be processed each working day. The highest numbers being received on the 17<sup>th</sup> and 18<sup>th</sup> May with 820 and 860 emails respectively. These figures indicate a volume which is totally unachievable for processing with the resources available.
- 4.16.6 The backlog of email correspondence was not fully appreciated by either Urbaser management or the client team until the scale of the service failures had escalated to unmanageable proportions. This was in part due to collection resources revisiting streets on multiple occasions where reports of problems were not being logged sufficiently quickly onto the Whitespace system by Urbaser. Further detail on collection resources is provided in **XXXX** below.
- 4.16.7 **Urbaser to provide details**
- 4.16.8 When collection issues occur on the scale experienced over recent months. It is not possible to provide sufficient resource to fully manage all contacts within expected timeframes. The volume of contacts generated from a service which provides at least two collections to every household every week is significant when service disruption occurs. Channel shift to more online reporting in the longer term will provide more resilience once the new web forms are capable of linking and sending information direct to the Whitespace IT waste management system.



#### 4.17 Additional Information Regarding Historic and Current Service Standards

- 4.17.1 Collection services in East Herts are continuing to run smoothly. Predominantly because services in the East did not change and collection staff are therefore established in their working rounds. East Herts collection staff have also used in-cab systems as part of the previous Veolia contract and although they are now using a different system their knowledge and use of the system is therefore more advanced.
- 4.17.2 Collection services have been affected over the summer months by the unusually prolonged high temperatures and consequently tough working conditions.
- 4.17.3 The highest number of missed collections was recorded in the week beginning 21 May 2018 at 1579. In comparison in the three months preceding the service change on average XXXX missed bins were recorded per week. There are known peaks in missed collections, initially as a consequence of data loading issues on the garden waste collection rounds and in July as a consequence of crew disruption.
- 4.17.4 We are aware that missed bin data is not wholly accurate for the reporting period and is likely under reported this is for a number of reason:-
- Some residents made multiple reports relating to the same bin
  - Some reports made via the Council CSC or web were not logged on the Whitespace waste management IT system
  - Some residents were unable to get through on the phone so did not report
  - Some residents were not bothered by an initial missed collection and did not report

4.17.5 Commentary on current missed data to be added

4.17.6 Members roles in managing missed collection.

4.17.7 Info on management of 'hotspots'

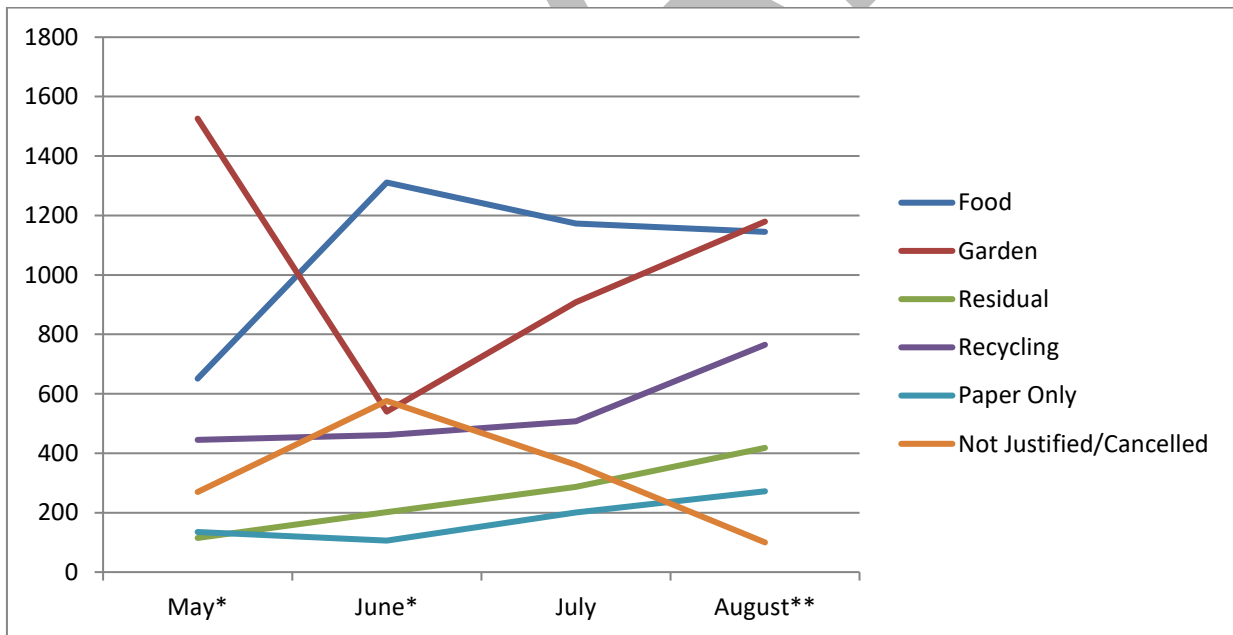
#### 4.17.8 Reasons for Non Collection Logged by Crews

Missed collections logged as unjustified can be for a number of reasons. Some of these will have been reported by residents after the 48 hour reporting window. Others will be unjustified due to a log made by the collection crews regarding their collection via the in-cab system.

4.17.9 The table below shows in cab logged from the contract start to 29 August 2018.

Reported by Crew	Food	Garden	Recycling	Residual
Commercial Waste Presented as domestic	85	3	29	
Container Tipped into Vehicle	63	11	23	1
Contamination	130	28	1429	1
Damaged containment-during after emptying	63	2		11
Damaged containment-prior to emptying	69	4	1	5
Frozen/ Stuck in Container	63		1	
No access partial/full street	84	111	1009	113
Not available	17972	6634	5373	2661
Overweight Bin	63	33	47	26
Report of incident/confrontation/threats made	81	1	1	
Side Waste/Lid not closing	82		22	72
<b>Totals</b>	<b>18755</b>	<b>6827</b>	<b>7935</b>	<b>2890</b>

4.17.10 Graph to show Missed Collection Trends by Service Type



- 4.17.11 From the 9 July 2018 IT systems were changed to enable us to track whole streets of missed collections separately. Prior to this logs were only made of individual reports a review of the individual records prior to this indicates that approximately 460 missed streets were reported prior them being logged separately.
- 4.17.12 An additional 3 Supervisors have been employed on the contract since XXXX to support the monitoring of collection services and attempt to monitor the properties experiencing repeated collection problems known as 'hotspots'.
- 4.17.13 In addition agency staff have been employed to support call and email handling and approximately XXXX agency staff are currently employed each day on collection rounds. .
- 4.17.14 Willing collection staff are undertaking overtime each day to catch up missed collections.
- 4.17.15 Additional Missed Bin Crews have been going out each day to catch up missed collections.
- 4.17.16 Overtime has been offered to staff willing to work on Saturdays and the table below summaries the additional resource provided on Saturdays.
- 4.17.17 Urbaser to provide table

#### 4.18 Additional Information regarding Contractual Mechanisms

- 4.18.1 Details of the Performance Management Regime (PMR) are provided in Appendix XXXX. A review of the PMR will be undertaken by the Service Manager in line with the contract to ensure that it fit for purpose and functions as it was intended.
- 4.18.2 Gavin to provide further detail on step in, termination and impacts of these.

### **5. NEXT STEPS**

- 5.1 The Performance Management Regime was enacted on 1<sup>st</sup> August following a bedding in period for the contract. A bedding in period is usual practice for a contract of this type as a transition of wholesale services from one provider to another including a service change is complex. The client team are currently reviewing the service data for August and the Executive Member will be provided with this detail once the August calculations are completed and level of service failures agreed with Urbaser.

- 5.2 The PMR will then be reviewed by the Service Manager in line with the terms of the contract in consultation with legal services, the Director for Place and the Executive Member for Waste Management, Recycling and Environment.
- 5.3 The contract is under close review in liaison with Legal Services within the context of the whole contract. It should be noted by Members of Overview and Scrutiny that collection services in East Herts are operating to a satisfactory standard. Street cleansing operations in East and North Herts are operating to a satisfactory standard. Clinical waste collection services are operating to a satisfactory standard in East and North Herts.
- 5.4 Maternity cover for the Service Manager has been recruited early to enable a sufficient handover period whilst the contract is still experiencing service failures at levels which are not acceptable. The Interim Service Manager will also wholly undertake responsibility for the roll out of the route optimisation project for East Hertfordshire in November 2018 and North Hertfordshire in May 2019.
- 5.5 In addition additional temporary support has been recruited until mid October to assist in the management of complaints.
- 5.6 The Contract Officers posts which the service has been unable to recruit to will have the job descriptions reviewed and a career graded post is proposed, to aid recruitment of less experienced staff members, who can be trained in the service requirements.

**6. APPENDICES**

Questions answered at Overview and Scrutiny XXXX  
Garden Waste Service Terms and Conditions  
Call Handling Statistics  
Performance Management Regime.

**7. CONTACT OFFICERS**

**8. BACKGROUND PAPERS**

**OVERVIEW AND SCRUTINY  
18 SEPTEMBER 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: 2018-19 QUARTER 1 PERFORMANCE INDICATORS**

**REPORT OF THE SERVICE DIRECTOR - RESOURCES**

Please refer to the attached which details Performance Indicator information for 2018-19 Quarter 1.

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## 2018/19 Quarter 1 PI Data




For 2018/19, NHDC will report 21 corporate performance indicators. This report presents the **red and amber** performance indicators, as well as other indicators to note, and displays the latest month or quarter that officers have updated and activated on Pentana – formerly known as Covalent. The full report can be found on the intranet at the following location.

<http://intranet.north-herts.gov.uk/home/doing-business/performance-and-risk-management/performance-management>








Performance indicator data is cumulative and represents performance between 1 April 2018 and the end of the latest reporting period. The report will indicate if any performance indicator data relates to a different reporting period. Where available, National Benchmarking data is included in the Commentary for indicators, and when targets are set, National minimum requirements will be taken into account.







### Key for the Report

Status	
	Data value has met or exceeded the target figure
	Data value has not achieved the target figure but it is within the agreed tolerance range
	Data value has not achieved the target figure and it is outside the agreed tolerance range
	Data value is for information only and a traffic light status is not applicable





Direction of Travel	
	Data value has improved compared with the same time last year
	Data value has deteriorated compared with the same time last year
	Data value has not changed compared with the same time last year



### Summaries





Status Summary		Direction of Travel Summary	
	8		4
	2		11
	2		2
	9	Not Applicable	4







Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
<b>Leader of the Council</b>								
5	BV 12	Working days lost due to overall sickness absence per FTE employee (both short term and long term)	June 2018	1.71	Not Applicable		 June 17 0.74	482.89 FTE sickness days 282.23 average FTEs <b>National Benchmarking</b> Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities <b>Period</b> <b>NHDC</b> <b>Top Quartile</b> Q4 2017/18    2.4 days            0.6 to 2.1 days NHDC ranked joint 26th out of 55 (Second Quartile)
Page 52 6	BV 12a	Working days lost due to short-term sickness absence per FTE employee	June 2018	0.83	0.78		 June 17 0.51	234.98 FTE short-term sickness days 282.23 average FTEs  The June 2018 figure is the highest rate of short-term sickness absence in five years. Sickness monitoring reports are being compiled by service area in order to identify any patterns/ recurrences and inform decision making. These breakdowns will be available from the end of August.
7	BV 12b	Working days lost due to long-term sickness absence per FTE employee	June 2018	0.88	Not Applicable		 June 17 0.23	247.91 FTE long-term sickness days 282.23 average FTEs



Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
<b>Executive Member for Housing and Environmental Health</b>								
8	LI 034	Percentage of Environmental Health and Licensing programmed inspections completed	Q1 2018/19	66.0%	95%		 Q1 17/18 98.9%	<p>Officers completed 93 out of the 141 planned inspections.</p> <p>Inspections not completed:</p> <ul style="list-style-type: none"> <li>- 2 Food Safety inspections</li> <li>- 1 Caravan Sites inspection</li> <li>- 2 House in Multiple Occupation (HMO) inspections</li> <li>- 41 Licensing Act 2003 inspections</li> <li>- 2 Taxi Licensing inspections</li> </ul> <p>There has been a significant shortfall on licensing inspections in Q 1, primarily due to unforeseen work demands associated with licence hearings and festivals. In order to reduce the likelihood of this happening in future, the service area is putting together a work programme to ensure adequate resources are available when required.</p>
9	LI 035a	Number of households living in temporary accommodation	Q1 2018/19	83	Not Applicable		 Q1 17/18 80	<p>83 as at the end of June 2018, including four placements in bed and breakfast accommodation. This was the total number of households accommodated under the relevant legislation by the Council, although placement was with a third party.</p> <p><b>National Benchmarking – Currently not available</b></p>

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
10	REG 1	Rate of homelessness prevention	Q1 2018/19	50%	Not Applicable		Not Applicable	REG1 is a new performance indicator for 2018/19. Prevention Duty ended for 24 cases in Q1 2018/19. Of these, 12 cases ended with a positive outcome. 11 of the 12 other cases went on to be owed a Relief Duty, of which six had outcomes in Q1 2018/19 and have also been included in the return for REG2 (Rate of homelessness relief). <b>National Benchmarking – Currently not available.</b>
Page 54	REG 2	Rate of homelessness relief	Q1 2018/19	56%	Not Applicable		Not Applicable	REG2 is a new performance indicator for 2018/19. Relief Duty ended for 25 cases in Q1 2018/19. Of these, 14 cases ended with a positive outcome. <b>National Benchmarking – Currently not available.</b>

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
<b>Executive Member for Planning, Enterprise and Transport</b>								
13	NI 157e	Percentage of all planning applications determined within the relevant statutory or agreed time periods	Q1 2018/19	75.49%	81.5%		 Q1 17/18 86.58%	<p><u>Majors</u> 13 out of 16</p> <p><u>Minors</u> 47 out of 69</p> <p><u>Others</u> 236 out of 274</p> <p><u>Applications not included in the categories above</u> 129 out of 204</p> <p>This gives an overall figure of 75.49% (425 out of 563)</p> <p>We have transitioned from staff shortages to a full team. New members of the team have picked up some very old cases and determined these outside of the relevant periods. Performance should now improve as the backlog is reduced and new staff gain a larger workload.</p> <p>DC001a and DC002 PI's show that although cases have been determined outside the statutory period, zero appeals or refunds to customers have been made as a consequence.</p>
14	DC 001a	Number of planning applications taken to appeal due to 'non-determination' within the statutory time period, which were allowed	Q1 2018/19	0	Not Applicable		 Q1 17/18 0	<p>During April 2018 to June 2018, no appeal decisions (allowed or dismissed) related to appeals that were submitted due to non-determination within the statutory time period.</p>

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary						
15	DC 002	Number of planning applications where the fee has been refunded due to the application not being determined within 26 weeks	Q1 2018/19	0	0		 Q1 17/18 0							
<b><u>Executive Member for Waste, Recycling and Environment</u></b>														
18	NI 191	Kg residual waste per household	June 2018	96kg	90kg		 June 17 92kg	<b>National Benchmarking</b> Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities <table border="0"> <tr> <td><b><u>Period</u></b></td> <td><b><u>NHDC</u></b></td> <td><b><u>Top Quartile</u></b></td> </tr> <tr> <td>Q4 2017/18</td> <td>97.45kg</td> <td>66.58kg to 97.38kg</td> </tr> </table> NHDC ranked 11th out of 39 (Second Quartile)	<b><u>Period</u></b>	<b><u>NHDC</u></b>	<b><u>Top Quartile</u></b>	Q4 2017/18	97.45kg	66.58kg to 97.38kg
<b><u>Period</u></b>	<b><u>NHDC</u></b>	<b><u>Top Quartile</u></b>												
Q4 2017/18	97.45kg	66.58kg to 97.38kg												
21	FW 1	Overall tonnage of food waste collected	June 2018	688	Not Applicable		Not Applicable							
	GW 1	Overall tonnage of garden waste collected	June 2018	4,220	Not Applicable		Not Applicable							

**OVERVIEW & SCRUTINY COMMITTEE  
18 SEPTEMBER 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: 1<sup>st</sup> QUARTER MONITORING REPORT ON KEY PROJECTS FOR 2018-19**

REPORT OF: THE SERVICE DIRECTOR: RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL: LYNDA NEEDHAM

COUNCIL PRIORITY: ATTRACTIVE AND THRIVING / PROSPER AND PROTECT / RESPONSIVE AND EFFICIENT

**1. EXECUTIVE SUMMARY**

1.1 This monitoring report provides a 1st quarter update on the delivery of the key projects for 18/19, first identified to the Committee in March 2018.

**2. RECOMMENDATIONS**

2.1 That delivery against the key projects for 18/19 be noted and commented on by the Overview & Scrutiny Committee

**3. REASONS FOR RECOMMENDATIONS**

3.1 To enable achievements against the key projects for 2018/19 to be considered.

**4. ALTERNATIVE OPTIONS CONSIDERED**

4.1 There are no alternative options as this is a monitoring report.

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

5.1 No external consultation has been undertaken in the preparation of this report as it is a monitoring report. Members will, however, be aware that a report setting out the key projects was brought to this Committee on 20 March 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 This report provides details on the status of the key projects for 18/19. It does not include any projects initiated after the document was agreed and is not a full report on all the projects that the Council is undertaking.

7.2 This report summarises the status of each of the key projects. Overall, where the delivery has been solely down to the Council good progress has been made. The following symbols have been used to summarise progress.

Status key	
	Project Halted / funding not available/ Extremely Late
	Project behind original due date/ unlikely to hit original due date.
	Project not due for completion in 2018/19 or has not reached due date
	Project Completed.

**8. RELEVANT CONSIDERATIONS**

8.1 At the Overview & Scrutiny Committee meeting in July 2016, it was agreed that monitoring progress against key projects would take place on a more frequent basis and be reported quarterly.

8.2 The 1st Quarter monitoring report against key projects for 2018/19 is included in Appendix A.

8.3 Appendix A includes the original milestones for reporting progress which were reported to this Committee in March 2018 and progress made against those actions. In addition, updates may have been provided to Executive Members and where relevant through the Members Information Service. Progress against some, will also have been monitored through the Capital monitoring reports to the Finance Audit and Risk Committee and to Cabinet.

- 8.4 At the Overview & Scrutiny committee meeting in December 2017 it was agreed that completed projects would be removed from the report, once they had been reported to O&S. In line with this, it is proposed that the Office Accommodation Project, the Community Centre Leases and Working with Health Partners projects are all removed from future monitoring reports.
- 8.5 The Lessons Learned report for the Office Accommodation Project is included in Appendix B. This was signed off on the final Project Board meeting on 11<sup>th</sup> June 2018.
- 8.6 At the March Meeting, the list of new projects included the Extension to the Royston Leisure Centre, which was subject to a satisfactory business case being produced by Stevenage Leisure Limited. However, the business case from SLL concluded that the project was not currently feasible under the current contract term, as the costs could not be recovered in the remaining term of the contract. In the first quarter capital monitoring report, Cabinet decided to move the capital budget from 2018/19 to 2019/20, Therefore it is proposed that this project be removed from the monitoring reports for 2018/19. Should there be a change in forecast demand the option will be revisited.
- 8.7 A list of questions raised at the June meeting of the Committee is included as Appendix C along with the Officer responses.

## **9. LEGAL IMPLICATIONS**

- 9.1 No direct legal implications arise from this report. Legal implications for the projects listed in Appendix A are considered as part of those projects and will include (but are not limited to ) governance, property, planning and contractual issues. Under the Local Government Act 2000 there is a legal requirement for Councils operating Executive arrangements to appoint an overview and scrutiny committee with remit to review decisions and other actions.
- 9.2 Overview and Scrutiny's terms of reference include at paragraph 6.2.7(s) of the Constitution "to review performance against the Council's agreed priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or service areas". This report gives the Committee an opportunity to comment on progress made against the projects that have been identified for delivery against the Council's objectives.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no specific revenue implications.
- 10.2 The actions identified were resourced through the corporate business planning process cycle for 2018/19 that was undertaken in 2017/18. A number of these projects formed part of the Council's capital programme for 2018/19.

10.3 The Council continues to face difficult spending decisions in view of the reduction in government support in future years and the availability of funding continues to impact on the projects that can be undertaken.

## **11. RISK IMPLICATIONS**

11.1 The Lead Officer for each project is responsible for identifying any risks to the successful delivery of the Project.

11.2 Some of these major projects have been identified as Top Risks for the Council and these are monitored quarterly by the Finance, Audit & Risk Committee. These include:

- Local Plan
- Hitchin Town Hall
- Office Accommodation
- Asset Management
- Waste and Street Cleansing Contract Renewal

## **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 By reporting delivery against the key projects for 2018/19 this provides a means to monitor whether the council are meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriate services to the community to meet different people's needs. This assists the Council to fulfil a number of its obligations arising from the Public Sector Equality Duty.

## **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 implications arising from this monitoring report. The resources needed to deliver projects should be considered through the Corporate Business Planning process.



## **15. APPENDICES**

- 15.1 Appendix A – 1st Quarter Monitoring against Key Projects for 2018/19
- 15.2 Appendix B – Lessons Learned – Office Accommodation Project
- 15.3 Appendix C – List of questions raised at June meeting.

## **16. CONTACT OFFICERS**

- 16.1 Rachel Cooper, Controls, Risk & Performance Manager, Tel 474606, email [Rachel.cooper@north-herts.gov.uk](mailto:Rachel.cooper@north-herts.gov.uk)
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- 16.3 Howard Crompton, Service Director, Customers Tel 474247, email [Howard.crompton@north-herts.gov.uk](mailto:Howard.crompton@north-herts.gov.uk)
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- 16.5 Kerry Shorrocks, Corporate Human Resources Manager, Tel, 474224, email [kerry.shorrocks@north-herts.gov.uk](mailto:kerry.shorrocks@north-herts.gov.uk)
- 16.6 Vaughan Watson, Service Director, Place, Tel 474641 email [Vaughan.watson@north-herts.gov.uk](mailto:Vaughan.watson@north-herts.gov.uk)
- 16.7 Jeanette Thompson, Service Director, Legal & Community. Contact Tel 474370 [jeanette.thompson@north-herts.gov.uk](mailto:jeanette.thompson@north-herts.gov.uk)

## **17. BACKGROUND PAPERS**

- 17.1 None

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NORTH HERTFORDSHIRE  
DISTRICT COUNCIL







### 2018/2019 reporting against Projects identified in the Corporate Plan – as at 16/08/2018

For Q1 2018/2019 North Hertfordshire District Council is reporting against 14 Projects identified in the Corporate Plan 2018-23



#### Key for the Report

Status key	
	Project Halted / Project extremely late.
	Project behind original due date/ unlikely to hit original due date.
	Project not due for completion in 2018/19 or has not reached due date
	Project Completed.



Status	Q1	Summary of Movement
	2	Hitchin Town Hall and Museum reclassified as red – extremely late / Royston LC extension - project halted
	1	
	8	
	3	Office Accommodation / Community Centre Leases / Working with Health Partners
Total	14	

- Where projects are carried over from 1718 their status is retained until they are complete – to ensure transparency

APPENDIX A



Description in Corporate Plan	Corporate Objective	Portfolio	Milestones – current year and beyond	Due Date	Status	Comments
<b>Status – RED -2</b>						
<p>Complete the fit out and open the North Hertfordshire Museum and Community Facility</p> <p><b>Prince II</b>  <b>Date of Last Project Board – 18 July 2017</b>  <b>Exception report since last Quarter – None</b></p> <p>17/09/18</p>	Prosper & Protect	Leisure	<p>Continue to negotiate on possible acquisition of 14/15 Brand Street.</p> <p>Report to Cabinet on proposed way forward.</p> <p>Complete fit out of Museum.</p>	<p>Original due date 30 September 2015</p> <p>31/07/2018</p> <p>September 2018</p>		<p>A Part 1 and Part 2 report was presented to Cabinet on 19 June 2018, to advise Cabinet further on the progress of the acquisition of 14 and 15 Brand Street. Cabinet were asked to note the current position in relation to the negotiations and to confirm its continued preference for a negotiated resolution. However, the report also covered potential alternative options to enable the museum to open fully, the potential use of Compulsory Purchase in the event that negotiations do not enable an agreed purchase to be concluded and the installation of a platform lift in the town hall, irrespective of the resolution of the 14 and 15 Brand Street acquisition. Due to the nature of the negotiations, the due date has been amended to 30 September 2018 to monitor the progress made over the next three months.</p>
Royston Leisure centre extension (£1,000,000)	Attractive & Thriving	Leisure & Environment	<p>Assess feasibility of SLL business case.</p> <p>Obtain approval to proceed with Project</p>	March 2019		<p>Business case from SLL concluded that the project was not feasible under the current contract term as the costs could not be recovered in the remaining term of the contract. (contract term ends in 2024) In the first quarter capital monitoring report, Cabinet decided to the move the capital budget from 2018/19 to 2019/20, Should there be a change in forecast demand, the option will be revisited.</p>

**APPENDIX A**



<b>Status – AMBER - 1</b>						
Development of a Crematorium in North Hertfordshire - subject to approval by Cabinet March 2017  <b>NOT Prince II</b>	Prosper & Protect	Waste, Recycling & Env	Obtain outline planning permission from Central Beds.	July 2018		- Option agreement signed (April 2018) - Outline planning application submitted to Central Bedfordshire Council (May 2018) - Planning application submitted to North Herts District Council for access (May 2018) - Central Beds decision regarding outline planning permission expected anytime in August 2018
			Agree the Heads of Terms and Options Agreements with our nominated partner.	July 2018		
			Partner to obtain detailed planning permission from Central Beds			
			Practical Completion of Crematorium	December 2020		
<b>Status – GREEN - 8</b>						
Submission of a Local Plan for North Herts  <b>Not Prince II</b>	Prosper & Protect	Planning & Enterprise	Consultation on major modifications (timescale dependant upon Planning Inspectorate)	Late 2018		The scheduled Examination hearing sessions were completed on 27 March 2018. The timescales for subsequent milestones are dependent upon the Planning Inspectorate. Therefore, the relevant due dates represent officers' current estimates for possible completion.  The latest up date from the Programme Officer (23 July 2018, Examination Document 133) indicates that the Inspector will not be in a position to decide upon the next steps in the Examination until mid-September 2018 at the earliest.
			Publication of Inspectors Report (timescale dependant upon Planning Inspectorate)	Early 2019		
			Adoption of the new local plan report to Full Council (timescale dependant upon Planning Inspectorate)	Early 2019		

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**APPENDIX A**

<p>Renewing our waste and street cleansing contracts, continuing to provide an efficient and effective service</p> <p><b>Prince II</b>  <b>Date of Last Project Board – 08 August 2018</b>  <b>Exception report since last Quarter – None</b></p>	<p>Attractive &amp; Thriving</p>	<p>Waste, Recycling &amp; Env</p>	<p>Tenders returned</p> <p>Inter Authority agreement signed</p> <p>Contract Award</p> <p>Contract Commencement</p>	<p>July 2017</p> <p>July 2017</p> <p>Sept 2017</p> <p>May 2018</p>		<p>The new shared waste contract commenced on time in May 2018, so the status of the project has been left as green. However, due to the current issues, the project has not yet been signed off by the Project Board, so cannot be marked as complete. . Officers are working closely with the Contractor in order to get the issues resolved. Once this sign off takes place, the project will move into the Contract Management stage and be officially marked as complete.</p>
<p>Designating air quality management areas in Hitchin to address the improvement of the air quality – Stevenage Road and Paynes Park. (5 Year Plan commenced 2018)</p> <p><b>Not Prince II</b></p>	<p>Attractive &amp; Thriving</p>	<p>Housing &amp; Env Health</p>	<ul style="list-style-type: none"> <li>•Development of ECOstars scheme for business to reduce emissions from freight deliveries</li> <li>•Investigate options for extending and improving electric vehicle recharging facilities in the district</li> <li>•Anti-idling campaign to encourage drivers to switch off when stationary, including investigation of enforcement options</li> <li>•Review of on-street parking in air quality management areas</li> </ul>	<p>To be confirmed</p> <p>On-going</p> <p>2019</p> <p>2019</p>		<p>Unfortunately the Council were not successful with a bid to DEFRA for a grant to progress this scheme. Officers are reviewing alternative funding options.</p> <p>Officers are negotiating with developers through the planning process to implement charging points within new homes.</p>



**APPENDIX A**

			<ul style="list-style-type: none"> <li>•Participate in National Clean Air Day</li> <li>•Contribute development of Air Alert texting scheme with HCC and other partners</li> </ul>	<p>Annual</p> <p>Late 2018</p>		<p>Completed for 2018</p> <p>HCC are supporting NHDC to promote the scheme implementation and target audience. This is a joint Herts/Beds initiative led by NHDC.</p>
<p>Churchgate</p> <p>Project will span more than one financial year</p> <p>Pages Prince II Date of Last Project Board n/a</p>	Attractive & Thriving	Commercialisation	<p>Full Council approval obtained to principle of joint venture funded by the Council. Further work required to look at detail of proposals before reporting back to Full Council.</p> <p>Develop Heads of Terms with SPG and seek Full Council Approval</p> <p>Subject to agreed Heads of Terms, develop full final agreement with SPG and seek Full Council approval.</p> <p>Report to Cabinet March 2018 on Market management</p>	<p>Mid/Late 2018</p> <p>Autumn 2018</p> <p>December 2018</p>		<p>Public Consultation took place in March and April.2018 The results showed widespread support for a scheme to improve the Churchgate centre and the market.</p> <p>Discussions with Shearer Property Group are moving towards finalising a draft Heads of Terms that balance the risk and rewards for both parties. Expert consultancy advice has been procured in relation to retail, financial (including tax) and legal.</p>
Investigating a range of options to improve use of Council assets	Responsive & Efficient	Various	<p>Report to Cabinet Shareholder Sub-Committee on potential options</p> <p>Obtain Cabinet approval to</p>	15 March 2018		Legal are in the process of finalising the company set up documents and will be discussing these with the Service Director - Commercial and the Deputy Chief Executive in August 2018. It is anticipated









APPENDIX A

<p><b>Not Prince II</b></p>			<p>exercise</p>			
<p><b>Status – COMPLETE -3</b></p>			<p>Completion of Works</p>	<p>July 2020</p>		
<p>Ensuring that the Council's office accommodation is redeveloped to increase financial and resource efficiency and making best use of green initiatives</p> <p><b>Prince II</b> <b>Date of Last Project Board – 11 June 2018</b> <b>Exception report since last Quarter – None</b></p>	<p>Prosper &amp; Protect</p>	<p>Finance &amp; IT</p>	<p><b>Milestones for 17/18</b> Refurbishment works complete.</p> <p>Return of staff to DCO</p> <p>Explore opportunities to share accommodation with other partners</p>	<p>Original due date May 16</p> <p>Feb 2018</p> <p>Mar 2018</p> <p>Mar 2018</p>		<p>All staff relocated back to the DCO by 19 March 2018. Remedial works to replace external louvres completed May 2018. Final project board sign off and lessons learned completed 11 June 2018.</p>
<p>Working with health partners to optimise opportunities for older people to remain living independently but well supported at home, and for children/young people to be offered opportunity to increase activity to</p>	<p>Responsive &amp; Efficient</p>	<p>Housing &amp; Env Health</p>	<p>Deliver and report progress against projects agreed for funding under the 'District Offer'</p> <p>Deliver and report progress against projects agreed for funding under Community Sport Activation Fund</p>	<p>Jun. Sep, Dec, Mar</p> <p>Jun and Dec</p>		<p>Progress reports for the full year were submitted on time, which provided updates on the two projects we funded during Phase 2 of Year 2 of the Public Health Partnership Fund:</p> <p>Meet and Eat – tackling social isolation in older people – managed and delivered by NHDC.</p> <p>Emotional health in schools – supporting young people in secondary schools – managed and delivered by Groundwork Herts.</p>

APPENDIX A

<p>prevent longer term ill-health</p> <p><b>NOT Prince II</b></p>						<p>Both projects met targets in terms of the numbers of participants they intended to engage</p>
<p>Optimising use and management of the Council's assets, including consideration of long term lease 'transfer' or similar to increase community involvement in the provision of community and social opportunities</p> <p><b>NOT Prince II</b></p>	<p>Responsive &amp; Efficient</p>	<p>Various</p>	<p>Implement the two recommendations arising from the SIAS audit of Community halls;</p> <ul style="list-style-type: none"> <li>- Report to Cabinet, reporting that officers have failed to reach agreement (and therefore implement agreed CH policy) in regard to renewal of two CA leases and seek agreement how to progress</li> </ul>	<p>Original due date June 2016</p>	<p></p>	<p><b>St Michael's' Mount</b> –  25 Year lease signed with St Michaels Mount Community Association on 29/12/2017</p> <p><b>Walsworth Community Association</b> –  99 year lease signed with Walsworth Community Association on 30 January 2018.</p> <p><b>Coombes Community Centre</b>  – 25 Year lease signed on 29 September 2017, with Royston Community Association</p> <p><b>Grange</b> – The leases were signed on 04/08/2017 by the Grange Fellowship Community Association.</p> <p>However, it subsequently came to light that their constitutional requirements for entering into the lease had not been met and the lease was therefore invalid. They are currently in the process of amending their constitution, to allow them to enter into a valid lease.</p> <p>This has now been resolved and the lease is being finalised, however we are also granting a lease for the adjacent youth wing and will want to issue both leases simultaneously.</p>

**APPENDIX A**

						As NHH are fully supportive of signing the lease the project has been marked as complete.
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**OFFICE ACCOMMODATION PROJECT**

**REFURBISHMENT OF DISTRICT COUNCIL OFFICES**

**LESSONS LEARNED**

<u>Lesson Learned</u>	<u>Comments</u>
The decision on the final design should have been made more quickly	The decision to refurbish the DCO was made in July 2013 and by February 2016, still no decision had been made on the final design. This appears to be due to the reluctance to commit to a final design. Clear targets should have been set by which time a final decision should have been made.
The open tender documentation was far too complex	Leading on from the lesson learned above, by February 2016, the number of options under consideration had risen to a base scheme and five additional options. When the decision was finally made to go out to open tender, the tender documentation was so complex that no bids were received.
The project benefitted from pre-construction meetings with the contractor	Two meetings were held between Council Officers and advisers and the whole Willmott Dixon team, both pre-construction and construction. The meetings identified the Council's objectives and constraints and meant that any matters that arose during the design and construction phases were addressed with the Council's objectives clearly in mind.
The project benefitted from regular communications with staff and Members	A series of Office Accommodation Updates were issued throughout the project. These were designed to keep everyone advised on progress and also on any challenges that arose and solutions found. Insight was also used as a communication tool and the Project Manager gave updates at most Senior Managers Group sessions. An email account was set up for anyone to report any concerns or ask any questions and the Project Manager made it clear that he was available at any time to discuss any concerns. This was key in

	ensuring the on-going cooperation of staff and Members.
The project benefitted from the Project Manager having immediate access to senior managers and being authorised to make decisions	A Prince2 principle is that Project Managers should be properly authorised to make decisions within certain tolerances but this is not always applied. This project was run to tight deadlines and certain decisions had to be made very quickly. This required the Project Manager to have immediate access to consult necessary colleagues and to make decisions as appropriate so that there was no detriment to the project timescales.
The project benefitted from appointing good advisers	The Project Manager was supported by external advisers. NEC3 contracts require the appointment of a Project Supervisor and Principal Designer by the client. The Council appointed Peter Woods from Stevenage Borough Council as Project Supervisor, whose responsibilities included advising the Project Manager and ensuring the quality of the product. Martin McGoldrick from AA Projects was appointed Principal Designer and when he left the company John Nicholson was appointed from the same company. The role of Principal Designer is to monitor the health & safety elements of the construction. The Council also appointed Robert Noble as its Construction Design & Management adviser. This role ensured that the building complied with the Construction (Design & Management) Regulations. All advisers proved to be helpful & knowledgeable.
The project benefitted from some staff working long hours	This was important during the decant and return stages when Property Services and IT staff were asked to work long hours, mainly at weekends to ensure that everything was in place following each planned move. It was important to make those concerned feel valued and to that end, the Project Manager was also present and provided adequate refreshments.
The renovation work on the lifts was not finished on schedule	The lift contractors were the only part of the supply chain over which Willmott Dixon had no control. This was because as a refurbishment of existing lifts, this could only be commissioned by the lift suppliers, i.e. Otis Lifts. It needs to be acknowledged that in these circumstances, this delay was outside both the Council's and Willmott Dixon's control.

**Questions from Members at June Meeting of Overview and Scrutiny and responses from Officers**

- 1) Q -What is happening with the lease at Baldock Community Centre, why is this not mentioned in the monitoring reports?**

A - Their current lease is for a term of 42 years from 1 April 1982 to 31 March 2024. Therefore the renewal process is not yet due.

- 2) Q – Is there any National Benchmarking relating to Homelessness prevention?**

A – The Homelessness Manager has confirmed that there is no current benchmarking data available nationally. However, due to the change in legislation which took place in April 2018, more detailed statistics are being collected from each Authority. As at the date of this meeting no reports had been received back from Central Government. Once this management information is available, this can be analysed by the service area to see whether this benchmarking will be possible

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**OVERVIEW AND SCRUTINY  
18 SEPTEMBER 2018**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: REGULATION OF INVESTIGATORY POWERS ACT**

REPORT OF THE SERVICE DIRECTOR - LEGAL AND COMMUNITY

COUNCIL PRIORITY: RESPONSIVE AND EFFICIENT

**1. EXECUTIVE SUMMARY**

1.1 This Report updates on the Council's current use of RIPA

**2. RECOMMENDATIONS**

2.2 That the content of the report be noted.

**3. REASONS FOR RECOMMENDATIONS**

3.1 To comply with best practice guidance and the Committee's terms of reference.

**4. ALTERNATIVE OPTIONS CONSIDERED**

4.1 None

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

5.1 None

**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 Members are referred to previous Reports of the Corporate Legal Manager. Members will recall that the Codes of Practice state that elected Members should review the local authority's use of RIPA.

## **8. RELEVANT CONSIDERATIONS**

### **Council's Use of RIPA**

- 8.1 Members may recall that it was considered that the quarterly report to Overview and Scrutiny Committee should continue even though RIPA is not currently being used, as this provides a useful mechanism to ensure that the issue of RIPA remains in the consciousness of Members (and Officers).
- 8.2 There have been no further RIPA authorisations since the last Report to the Committee. There are currently no ongoing RIPA authorisations.

## **9. LEGAL IMPLICATIONS**

- 9.1 The Overview and Scrutiny Committee's Terms of Reference and Council's Constitution at paragraph 6.2.7(r) states that it shall be entitled to consider reports relating to the authority's use of the Regulation of Investigatory Powers Act (2000) (RIPA).

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no financial implications arising from this Report.

## **11. RISK IMPLICATIONS**

- 11.1 It is important that the Council continues to operate in accordance with RIPA to ensure that it is able to effectively manage its reputational risk whilst also exercising its legitimate evidence gathering powers in connection with enforcement activity.

## **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 The contents of this report do not directly impact on equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups. The commencement of improvements arising from the 'Protections of Freedoms Act' strengthens existing Human Rights Legislation, protecting individuals from inappropriate levels of covert surveillance, such as that used by some authorities, featured in the national media, regarding the enforcement of school catchment areas.

### **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 officer involvement required to comply with these statutory obligations are factored into service plans and work plans

### **15. APPENDICES**

15.1 None.

### **16. CONTACT OFFICERS**

16.1 Jeanette Thompson, Service Director Legal and Community.  
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16.2 James Ellis, Advisory and Litigation Solicitor and Deputy Monitoring Officer, Telephone 01462 474319. E-Mail address [james.ellis@north-herts.gov.uk](mailto:james.ellis@north-herts.gov.uk)

### **17. BACKGROUND PAPERS**

17.1 None

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**OVERVIEW AND SCRUTINY COMMITTEE  
18 SEPTEMBER 2018**

**\*PART 1 – PUBLIC DOCUMENT**

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

**REPORT OF THE TEMPORARY 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 18 SEPTEMBER 2018**

**SECTION 1: COMMITTEE RESOLUTIONS**

Ref	Resolution	Response/Outcome	Status as at <b>07.09.2018</b>
Min 111 Mar 17	<p><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.</p>	Pending training delivery.	Arrangements being made for training delivery.
Min 16 June 17	<p><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</p>	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 following the training delivery.	In progress.
Min 31 July 17	<p><b>Resolutions Report for July 2017</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.</p>	As above.	

Ref	Resolution	Response/Outcome	Status as at 07.09.2018
Jul 18 Min 27	<p><b>Resolutions Report for July 2018</b></p> <p>That the Temporary Scrutiny Officer be requested to canvass the Members of this Committee in order to ascertain the most appropriate date for the Centre of Public Scrutiny training course.</p>	<p>The training date options of 15/10, 22/10, 24/10 and 25/10/18, have been circulated to Members for the training event. 22 Members have been sent an invite and asked to identify which of the dates they are able to make; responses are pending from 9 of the invited Members. Currently the most popular dates are the 24/10 and 25/10/18.</p>	<p>In progress – pending remaining Members responses.</p>
Min 32 July 17	<p><b>Work Programme</b></p> <p>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.</p>	<p>See above – Minute 111 and Minute 16</p>	<p>See above</p>
Jul 18 Min 24 (1)	<p><b>Comments, Compliments and Complaints (3Cs)</b></p> <p>That the Executive Member for Customer Services be requested to consider obtaining the right technology to ensure that comments, compliments and complaints made via social media, as well as those received by other methods, are able to be analysed, progressed and recorded effectively;</p>	<p>The Executive Member for Customer Services sent this resolution for comment.</p>	<p>In progress</p>
Jul 18 Min 24 (2)	<p><b>Comments, Compliments and Complaints (3Cs)</b></p> <p>That the Customer Services Manager be requested to review the NHDC website pages regarding complaints and update it as necessary.</p>	<p>The Customer Services Manager plans to complete a full review by the end of October 2018, but in the meantime has located the reference to a fax on the NHDC website page and had it removed.</p>	<p>In progress</p>



Ref	Resolution	Response/Outcome	Status as at 07.09.2018
Jul 18 Min 25 (3)	<p><b>Consultation Task and Finish</b></p> <p>That the Committee requests that the interim review of the Consultation Strategy be taken into account by the Task and Finish Group which considers the subject of Consultation.</p>	<p>The results of the interim review on the Council's Consultation Strategy were provided in July's 2018 Committee. This resolution has since been superseded by the meeting proposed under resolution Jul 18 Min 28 (4), which was proposed by the Chairman to take the place of the Task &amp; Finish on Consultation.</p>	<p><b>Complete – July 18</b></p>
Jul 18 Min 28 (2)	<p><b>Work Programme</b></p> <p>That the meeting due to be held on 18 September 2018 be, as far as possible, a single issue meeting focussing on the waste contract, with scheduled business being moved to a later meeting;</p>	<p>The agenda for the September Committee has been reduced in order to focus on the waste contract.</p>	<p><b>Complete – July 18</b></p>
Jul 18 Min 28 (3)	<p><b>Work Programme</b></p> <p>That the Waste Contract Scope be finalised and agreed by the scoping group in consultation with the Chairman of the Overview and Scrutiny Committee;</p>	<p>This will be finalised following the September O&amp;S Committee and following a decision on if a Waste Task and Finish is required.</p>	<p>In progress</p>
Jul 18 Min 28 (4)	<p><b>Work Programme</b></p> <p>That, in place of the proposed Task and Finish Group on Consultation, the Temporary Scrutiny Officer be requested to facilitate a meeting of Councillors Sam Collins, Steve Deakin - Davies and Sue Ngwala and the Communications Manager to discuss the Consultation Strategy and the Citizens Panel and that those Councillors be requested to report back to the Overview and Scrutiny Committee once the work is completed.</p>	<p>Meeting date currently being arranged.</p>	<p>In progress</p>

<b>Ref</b>	<b>Resolution</b>	<b>Response/Outcome</b>	<b>Status as at 07.09.2018</b>
Jul 18 Min 28 (5)	That the group considering the Consultation Strategy and Citizens Panel (see 4 above), be requested to take into consideration the Interim Review of that Strategy (see Minute 25(3))	This will be included in the above meeting.	In progress
June 18 Min 9	<b>Performance Indicators</b> That, where benchmark information is available, this be included in future reports regarding Performance Indicators.	Implementation of this resolution to be confirmed from September 2018 report on performance indicators.	To confirm at September Committee meeting

**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>7. Commercial activities should bear the true cost - but no more than that – of any support they receive from the Council.</p> <p>8. The Council should review its training programmes for senior and other key staff to include more commercial training, networking and mentoring activities.</p> <p>9. 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>1: The Council should review its report template and consider adopting the features of the alternative report template in Annex 1.</p> <p>2: Reports should clearly state their purpose.</p> <p>3: Reports should include timelines showing financial and timetable changes for projects.</p> <p>4: 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>5: The Council should introduce a document management system to enable proper tracking, management and storage of documents.</p> <p>6: There is a need for training to encourage both plainer English and for officers to better understand the purpose of reports.</p> <p>7: 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>The trial of paperless reports taking place at the September O&amp;S Committee</p>	<p><b>1-6 Complete – April 2017.</b></p> <p><b>7 Complete – Sept 2018.</b></p>

**OVERVIEW AND SCRUTINY COMMITTEE  
18 SEPTEMBER 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 four potential training dates have been circulated to Committee members, with the aim of the training taking place in October 2018. Of the 22 Members invited, responses are pending from 9; once all responses are received the final date will then be selected and communicated to Members.

#### **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 30 August 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 No additional topics have been added to the work programme following the July 2018 meeting of this Committee.

### Waste Contract

- 8.5 During the July Committee, Members agreed that the September meeting would, as far as possible, be a single issue meeting on the Waste Contract. The Service Manager for Waste and Recycling, the Executive Member for Waste and a senior Manager from Urbaser were accordingly invited to attend September's Committee. Their attendance is to allow Members an opportunity to hear the latest updates on the Waste Contract and establish whether any ongoing problems remain. It is intended that this session will form an initial review of the Waste Contract, after which Members will decide if a more detailed Task and Finish Group is required.

### Commercialisation

- 8.6 The presentation of the Service Director: Commercial due to take place at the September 2018 meeting has been moved to the December Committee to allow for additional time to be given to the Waste topic at this meeting. Following the presentation at the December Committee the decision on the timings and format of scrutiny input into the topic of commercialisation will be made. Until such time, the current entry will remain on the Committee's work programme.
- 8.7 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
- 8.8 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.

### 8.9 Consultation Strategy and Citizens Panel

The Task and Finish into this topic has removed following the Chairman's suggestion at the July Committee that a meeting is instead held with the Communications Manager and the following volunteered Councillors: Sam Collins, Steve Deakin-Davies and Sue Ngwala, to advise on the Consultation Strategy and Citizens Panel. Within this meeting the Interim Review of the Consultation Strategy will be considered.

The group is asked to update the Committee once the work is complete.

### 8.10 Comments, Compliments and Complaints (3Cs)

The Customer Service Manager will be carrying out a review of NHDC website pages regarding the 3Cs, following the request made in July's Committee. The anticipated completion for this is by the end of October 2018.

## **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 30 August 2018

## **16. CONTACT OFFICERS**

- 16.1 Acting Scrutiny Officer: (Kirstie Wilson) [ScrutinyOfficer@north-herts.gov.uk](mailto:ScrutinyOfficer@north-herts.gov.uk)
- 16.1 Jeanette Thompson Service Director – Legal and Community 01462 474370  
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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

<p>11 Dec 2018</p>	<p>Annual Review of Safeguarding Response to question of 20 March raised by Councillor Martin Stears-Hanscomb Presentation of the Council's future plans for commercialisation 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</p>
<p>22 Jan 2019</p>	<p>3Cs Half Year Report Resolutions Report Work Programme</p>
<p>19 Mar 2019</p>	<p>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>
	<p><b>To be Scheduled</b></p> <p><u>Review of the Waste Contract</u> The decision on whether to carry out a more detailed Task and Finish on Waste, is to be made following the September Committee.</p> <p><u>Task and Finish Group Report: Communication in a Crisis</u> Terms of reference to be determined.</p> <p><u>Review of Annual MOU Grants</u> Members might wish to a review of one of the following aspects: * The effectiveness of the new MOU arrangements * Review the effectiveness of the Capital Grants Panel * The effectiveness of the area committee grant process</p> <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.</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.</p> <p><b>To be removed following 24 July 2018 meeting</b> <u>Task and Finish Group Report: Consultation Strategy</u> See paragraph 8.9 of the Work Programme Report..</p>
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**NORTH HERTFORDSHIRE DISTRICT COUNCIL**

# Forward Plan of Key Decisions - 30 August 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
BUSINESS RATES PILOT AND POOLING (28.08.18)		Service Director - Resources	Not before 17th Sep 2018		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
BUSINESS IMPROVEMENT DISTRICTS RENEWAL - LETCHWORTH AND HITCHIN (10.07.18)		Cabinet	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 LETCHWORTH GARDEN CITY HERITAGE FOUNDATION (GARDEN CITY COLLECTION) (10.07.18)		Cabinet	25 Sep 2018		Ros Allwood ros.allwood@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
FUTURE OF THE TOWN LODGE SITE <b>(25.07.18)</b>		Cabinet	25 Sep 2018		David Charlton, Senior Estates Surveyor david.charlton@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
COUNCIL TAX REDUCTION SCHEME <b>(25.07.18)</b>		Cabinet	25 Sep 2018		Howard Crompton, Service Director - Customers howard.crompton@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
NORTH HERTFORDSHIRE MUSEUM AND HITCHIN TOWN MALL - ACQUISITION OF 14/15 BRAND STREET, HITCHIN – UPDATE <b>(28.08.18)</b>		Cabinet	25 Sep 2018		Anthony Roche, Deputy Chief Executive anthony.roche@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
SETTING OF NEW MAXIMUM FARES APPLICABLE TO ALL HACKNEY CARRIAGES LICENSED BY NHDC <b>(30.08.18)</b>		Service Director – Legal and Community	Not before 28th Sep 2018		Steve Cobb, Licensing Manager steven.cobb@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
AMENDMENT OF THE EXISTING ANIMAL LICENSING POLICY TO REMOVE ALL ASPECTS OTHER THAN DANGEROUS WILD ANIMAL AND ZOO LICENSING <b>(30.08.18)</b>		Executive Member for Housing and Environmental Health	Not before 1st Oct 2018		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
CORPORATE ENFORCEMENT POLICY <b>(25.04.18)</b>		Cabinet	18 Dec 2018		Jeanette Thompson, Service Director - Legal and Community jeanette.thompson@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
APPROACH TO DEVELOPER CONTRIBUTIONS IN NORTH HERTFORDSHIRE <b>(25.04.18)</b>		Cabinet	18 Dec 2018		Nigel Smith, Principal Strategic Planning Officer nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
DRAFT ARTICLE 4 DIRECTION FOR EMPLOYMENT AREAS <b>(25.04.18)</b>		Cabinet	18 Dec 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
PLAYING PITCH STRATEGY AND INDOOR SPORTS STRATEGY (19.09.17)		Cabinet	18 Dec 2018		Louise Symes, Strategic Planning and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
COUNCIL TAX REDUCTION SCHEME (25.07.18)		Cabinet	18 Dec 2018		Howard Crompton, Service Director - Customers howard.crompton@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
SCRAP METAL LICENSING POLICY (25.07.18)		Cabinet	26 Mar 2019		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6