

Public Document Pack

8 March 2019

Our Ref Overview and Scrutiny Committee
Your Ref.
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To: Members of the Committee: Councillors Cathryn Henry, Elizabeth Dennis-Harburg, Ian Albert, Kate Aspinwall, Sam Collins, Steve Deakin-Davies, Jean Green, Steve Jarvis, Ben Lewis, Gerald Morris, Ian Moody, Michael Muir, Helen Oliver, Janine Paterson, Val Shanley and Martin Stears-Handscomb

Substitutes: Councillors Ruth 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

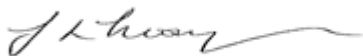
to be held in the

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

On

TUESDAY, 19TH MARCH, 2019 AT 7.30 PM

Yours sincerely,



Jeanette Thompson
Service Director – Legal and Community

Agenda **Part I**

Item	Page
1. APOLOGIES FOR ABSENCE	
2. MINUTES - 22 JANUARY 2019 To take as read and approve as a true record the minutes of the meeting of this Committee held on the 22 January 2019. <i>To follow.</i>	
3. NOTIFICATION OF OTHER BUSINESS 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.	
4. CHAIRMAN'S ANNOUNCEMENTS 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.	
5. PUBLIC PARTICIPATION To receive petitions and presentations from members of the public.	
6. URGENT AND GENERAL EXCEPTION ITEMS The Chairman to report on any urgent or general exception items which required his agreement. At the time of printing the agenda, the Chairman had not agreed any urgent or general exception items.	
7. CALLED-IN ITEMS To consider any matters referred to the Committee for a decision in relation to a call-in of decision. At the time of printing the agenda, no items of business had been called-in.	

8. **MEMBERS' QUESTIONS**
To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.
9. **Q3 PERFORMANCE INDICATORS** (Pages 5
REPORT OF THE SERVICE DIRECTOR - RESOURCES - 12)
Exception report showing PI data April to December 2018.
10. **NEW YEAR PERFORMANCE INDICATORS TO BE MONITORED** (Pages
REPORT OF THE SERVICE DIRECTOR - RESOURCES 13 - 42)
Report showing PI's and targets set for the new year 19/20.
11. **Q3 UPDATE ON PROJECTS IN THE CORPORATE PLAN** (Pages
REPORT OF THE SERVICE DIRECTOR - RESOURCES 43 - 72)
Report showing current status of projects being monitored for the 18/19 Year.
12. **NEW YEAR - KEY PROJECTS TO BE MONITORED FOR 19/20** (Pages
REPORT OF THE SERVICE DIRECTOR - RESOURCES 73 - 82)
Report to show key projects to be monitored for the 1920 year.
13. **RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages
REPORT OF THE SCRUTINY OFFICER 83 - 88)
To consider the outcome of Overview and Scrutiny Committee resolutions.
14. **OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME FOR 2018/19** (Pages
REPORT OF THE SCRUTINY OFFICER 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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2018/19 Quarter 3 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 period that officers have updated and activated on Pentana Performance. 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		Direction of Travel	
	Data value has met or exceeded the target figure		Data value has improved compared with the same time last year
	Data value has not achieved the target figure but it is within the agreed tolerance range		Data value has deteriorated compared with the same time last year
	Data value has not achieved the target figure and it is outside the agreed tolerance range		Data value has not changed compared with the same time last year
	Data value is for information only and a traffic light status is not applicable		



Summaries



Status Summary		Direction of Travel Summary	
	7 (Q2 – 8)		3 (Q2 – 3)
	3 (Q2 – 0)		12 (Q2 – 11)
	2 (Q2 – 4)		2 (Q2 – 3)
	9 (Q2 – 9)	Not Applicable	4 (Q2 – 4)



Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
Leader of the Council								
5	BV 12	Working days lost due to overall sickness absence per FTE employee (both short-term and long-term)	December 2018	4.98	Not Applicable		 Dec 17 3.81	1410.61 FTE sickness days 283.13 average FTEs National Benchmarking Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities Period NHDC Top Quartile Q2 2018/19 1.9 days 0.4 to 1.4 days NHDC ranked joint 25th out of 57 (Second Quartile)
6	BV 12a	Working days lost due to short-term sickness absence per FTE employee	December 2018	2.65	2.40		 Dec 17 2.48	750.03 FTE short-term sickness days 283.13 average FTEs Since October 2018, following the Senior Manager changes, we have absence data by Service Director areas. The highest short-term absence rates are in the Place and Customers SD areas. Service Directors will be advised to have a look into what might be the reasons for this. However, November and December short-term absence rates were very low for the winter months at 0.29 and 0.20 respectively. The highest number of days lost in a single month was July. Over the last two months, long-term absence had also dropped to 0.08 and 0.09, which helps the BV12 overall absence figure of 4.98. 2.43 absence days were lost in January to March 2018, so we can forecast a BV12 year-end figure of 7.41 days per FTE. On short-term absence, 1.5 days were lost in the same

								months and so the year-end forecast rate for BV12a is 4.15 days lost per FTE.
7	BV 12b	Working days lost due to long-term sickness absence per FTE employee	December 2018	2.33	Not Applicable		 Dec 17 1.33	660.58 FTE long-term sickness days 283.13 average FTEs
Executive Member for Housing and Environmental Health								
8	LI 034	Percentage of Environmental Health programmed inspections completed	Q3 2018/19	93.6%	95%		 Q3 17/18 93.8%	Officers completed 480 out of the 513 planned inspections. Inspections not completed: - 2 Food Safety inspections - 7 Caravan Sites inspections - 5 House in Multiple Occupation (HMO) inspections Inspection performance has continued to improve during the third quarter and is now only slightly short of the 95% target. It is anticipated that the annual target will be met by the year-end.

9	REG 1	Rate of homelessness prevention	Q3 2018/19	53.91%	Not Applicable		Not Applicable	REG1 and REG2 are new performance indicators for 2018/19.
10	REG 2	Rate of homelessness relief	Q3 2018/19	37.36%	Not Applicable		Not Applicable	REG1 - 115 cases where a Prevention Duty ended during Q1 to Q3 2018/19 - 62 cases ended with a positive outcome. REG2 - 174 cases where a Relief Duty ended during Q1 to Q3 2018/19 - 65 cases ended with a positive outcome. At the end of Q3 2018/19, 62 out of 115 households had potential homelessness <i>prevented</i> . Where homelessness was not prevented, a <i>relief</i> duty would have been triggered. This occurs when a household has become homeless and 65 households out of 174 were successfully rehoused. Of the remaining households, if an accommodation duty was triggered under the homelessness legislation, they would have been placed in a temporary hostel and would be included in the quarter-end figure of 79 households. National Benchmarking – analysis of new H-CLIC homelessness data will be available later in the year
11	LI 035a	Number of households living in temporary accommodation	Q3 2018/19	79	Not Applicable		 Q3 17/18 67	79 households in temporary accommodation as at 31 December 2018, of which, two were 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. National Benchmarking – analysis of new H-CLIC homelessness data will be available later in the year
Executive Member for Planning, Enterprise and Transport								
12	NI	Percentage of major	Q3	77.78%	80%			21 out of 27 major applications were

	157ai	planning applications determined within the relevant statutory or agreed time periods	2018/19					Q3 17/18 92.11%	<p>determined within the relevant statutory or agreed time periods.</p> <p>For major planning applications, as the volume of applications is so low, if a small number are determined out of time it has a big impact on the percentage performance figure. For this quarter (October to December 2018), only one major application was determined out of time (out of five determined).</p> <p>This PI should be cross-referenced with DC001a and DC002 as applicants do not always agree to an extension of time, for example to meet Committee dates. As can be seen, no applicants appealed to the Inspectorate with regard non-determination and no fees were returned.</p> <p>National Benchmarking Source: LG Inform Latest Year – Full Year Sample – All English district local authorities</p> <table border="1"> <thead> <tr> <th><u>Period</u></th> <th><u>NHDC</u></th> <th><u>Top Quartile</u></th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>85%</td> <td>96% to 100%</td> </tr> </tbody> </table> <p>NHDC ranked joint 126th out of 201 (Third Quartile)</p>	<u>Period</u>	<u>NHDC</u>	<u>Top Quartile</u>	2017/18	85%	96% to 100%
<u>Period</u>	<u>NHDC</u>	<u>Top Quartile</u>													
2017/18	85%	96% to 100%													
13	NI 157e	Percentage of all planning applications determined within the relevant statutory or agreed time periods	Q3 2018/19	79.72%	82.50%		<p>Q3 17/18 85.54%</p> <p></p>	<p><u>Majors</u> 21 out of 27</p> <p><u>Minors</u> 148 out of 200</p> <p><u>Others</u> 717 out of 829</p> <p><u>Applications not included in the categories above</u> 584 out of 788</p> <p>This gives an overall figure of 79.72% (1,470 out of 1,844)</p>							

								For minor planning applications, the volume is greater than for majors and the range of applications and complexity is wide. Newer staff are less experienced and on occasions struggle to keep on top of a large caseload of minor applications. The team is gaining experience and this trend should be reversed over the coming months. There has been a slight improvement in performance from Q2 2018/19 (79.56%).It should be noted that officers continue to negotiate positive outcomes with our applicants, reflected by the low rate of appeals and successful appeal decisions when appeals are lodged.
Executive Member for Waste, Recycling and Environment								
19	NI 192	Percentage of household waste sent for reuse, recycling and composting	December 2018	54.72%	57%		 Dec 17 59.01%	<p>December 2018 data is currently provisional. Kerbside paper has fallen by 11% (250 tonnes) compared with last year. This is a national trend caused by the movement to digital media and officers expect the fall in kerbside paper to continue. However, the amount of co-mingled material has increased by 4% (275 tonnes) compared with last year. The amount of waste sent for composting is the main reason for the drop in performance. As expected, with the introduction of charged garden waste, the volume of material collected has decreased and food waste collections have not wholly replaced this. Combined composted material has reduced by 15% (2,078 tonnes) compared with last year.</p> <p>Officers still currently expect year-end performance to be close to the annual target figure of 55%.</p> <p>National Benchmarking</p>

								Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities Period NHDC Top Quartile Q2 2018/19 53.60% 53.90% to 64.39% NHDC ranked joint 13th out of 46 (Second Quartile)
20	FW 1	Overall tonnage of food waste collected	December 2018	3,100	Not Applicable		Not Applicable	December 2018 data is currently provisional. No targets were set for 2018/19, as the first year of the new performance indicators and contract will be used to establish baseline data.
21	GW 1	Overall tonnage of garden waste collected	December 2018	8,317	Not Applicable		Not Applicable	The combined food and garden waste tonnage reported for April to December 2017 was 13,494 tonnes.

Waste

Figures are provisional, as we are still awaiting some data from HCC, although we do not expect these updates to make a significant difference to the currently reported PI returns.

The 2018/19 recycling target was reduced for this year, from 60% to 55%, in view of anticipated issues with the commencement of the new waste contract. However, the target for residual waste remained the same compared with the previous year.

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**OVERVIEW AND SCRUTINY COMMITTEE
19 MARCH 2019**

PUBLIC DOCUMENT

TITLE OF REPORT: PERFORMANCE MANAGEMENT MEASURES FOR 2019/20

REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER FOR POLICY, TRANSPORT AND GREEN ISSUES

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

1. EXECUTIVE SUMMARY

1.1 To present the performance indicators (PIs) and associated targets for 2019/20 which were agreed by Executive Members in conjunction with the relevant Service Directors.

2. RECOMMENDATIONS

2.1 That Cabinet considers and formally approves the PIs and any associated targets that will be monitored throughout 2019/20 by Overview & Scrutiny.

3. REASONS FOR RECOMMENDATIONS

3.1 An approved range of indicators provides the Cabinet with assurance that service delivery in a number of key services will be monitored throughout 2019/20.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 None considered.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

5.1 All Service Directors were sent PI setting templates for 2019/20, to complete in association with the Executive Members. This is the third year of the new process agreed by Cabinet on 26 July 2016 following a task and finish group on the performance monitoring process.

6. FORWARD PLAN

6.1 This report contains a recommendation on a key decision that was first notified to the public in the Forward Plan on 11/02/2019.

7. BACKGROUND

7.1 The Overview & Scrutiny Committee has received quarterly reports on the Council's performance against a range of performance indicators. It also receives presentations from Executive Members on their service area, where performance of the service can be monitored and challenged in detail.

7.2 As part of the Corporate Business Planning Process, the performance measures to be collected and any associated targets are reviewed prior to the start of the next financial year. Service Directors / Corporate Managers undertake the review in conjunction with Executive Members.

8. AMENDED PERFORMANCE MEASURES

8.1 The indicators listed in Table 1 are proposed as new indicators for 2019/20:

Table 1 – New Performance Indicators proposed for 19/20

Code	Description	2018/19 Target	2019/20 Target	Comments
REG 3	Percentage of Environmental Health programmed inspections completed	N/A	95%	This PI has been introduced to reflect the June 2018 senior management restructure.

8.2 The indicators listed in Table 2 are proposed changes to performance indicators for 2019/20

Table 2 – Amended Indicators for 19/20

Code	Description	2018/19 Target	2019/20 Target	Comments
FW1	Overall tonnage of food waste collected	N/A - Baseline Year	5,000 tonnes	Proposed target based on 2018/19 baseline year tonnages, with a further increase built in for 2019/20.
GW1	Overall tonnage of garden waste collected	N/A - Baseline Year	10,000 tonnes	Proposed target based on 2018/19 baseline year tonnages, with a further increase built in for 2019/20.
MI LI015	Number of visits to leisure facilities	1,385,000	1,484,000	The proposal is based on current year performance (2018/19) and estimates for the last two months of the year. The

				aim is to maintain current usage levels and the final target set for 2019/20 will be based on 2018/19 year-end actual performance
NI191	Kg residual waste per household	360	355	A slight reduction in target is proposed now that services are embedded. Additional communications around food waste/compostable food waste liners will also assist.
NI192	Percentage of household waste sent for reuse, recycling and composting	55.00%	56.50%	Slight increase proposed for the recycling rate due to the issue of food waste liners to the entire district and the associated communications. The services have embedded through the first year of the contract.

9. UNALTERED PERFORMANCE MEASURES

9.1 The following performance measures have not been changed from those reported in 2018/19:

Table 3 – Unaltered performance measures

Code	Description	2018/19 Target	2019/20 Target	Reason
BV9	Percentage of council tax collected in year	98%	98%	It is proposed to retain this target. The recent implementation of Universal Credit Full Service would make it impossible to estimate whether this will have any significant affect on collection rates in 2019/20.
BV10	Percentage of NNDR collected in year	97%	97%	It is proposed to retain this target. NNDR collection is quite volatile because of the effects of appeals and the new appeals process introduced in April 2017 has

				considerably slowed down the process, so that no 2017 List appeals have yet been determined.
BV8	Percentage of invoices paid on time	99.6%	99.6%	Target remains a challenging one.
BV12	Working days lost due to sickness absence per FTE employee	N/A – Data Only	N/A – Data Only	
BV12a	Working days lost due to short-term sickness absence per FTE employee	3.50	3.50	
BV12b	Working days lost due to long-term sickness absence per FTE employee	N/A – Data Only	N/A – Data Only	
MI P&R001	Percentage of raised sales invoices due for payment that have been paid	93%	93%	Target remains challenging.
DC001a	Number of planning applications taken to appeal due to ‘non-determination’ within the statutory time period, which were allowed	N/A – Data Only	N/A – Data Only	
DC002	Number of planning applications where the fee has been refunded due to the application not being determined within 26 weeks	0	0	The target relating to returned fees is to remain as zero for 2019/20.
LI032a	Number of allowed planning appeal decisions	N/A – Data Only	N/A – Data Only	
LI035a	Number of households living in temporary accommodation	N/A – Data Only	N/A – Data Only	
REG1	Rate of homelessness prevention	N/A – Data Only	N/A – Data Only	
REG2	Rate of homelessness relief	N/A – Data Only	N/A – Data Only	

10. DELETED INDICATORS

10.1 It is proposed that the following indicators be deleted .

Code	Description	2018/19 Target	2019/20 Target	Comments
LI034	Percentage of Environmental Health and Licensing programmed inspections completed	95.0%	N/A	This PI previously covered two of the new directorates. A new PI has been proposed for the Regulatory Directorate (see REG 3). In terms of Licensing, as per Full Council's decision of 17 January 2019, licensing inspection performance data will no longer be presented to O&S as a PI;– it will be included in the annual report to Licensing & Appeals Committee as a replacement measure (and will be more comprehensively dealt with in the context of all Licensing work). See Background paper – Appendix A, schedule of proposed amendments to Constitution.
NI157ai	Percentage of major planning applications determined within the relevant statutory or agreed time periods	80.00%	N/A	To be reported quarterly, as a management indicator only. When considering the PIs currently reported, the Service Director in consultation with the Executive Member, felt that the PIs proposed for 2019/20 were the most important. However, the "deleted" NI157ai will still be reported locally, including to the Executive Member and Shadow Executive Members.
NI157e	Percentage of all planning applications determined within the relevant statutory or agreed time periods	83.00%	N/A	To be reported quarterly, as a management indicator only. When considering the PIs currently reported, the Service Director in consultation with the Executive Member, felt that the PIs proposed for 2019/20 were the most important. However, the "deleted" NI157e will still be reported locally, including to the Executive Member and Shadow Executive Members.

11. LEGAL IMPLICATIONS

11.1 There are no direct legal implications arising from this report. The Cabinet has remit (other than those functions specifically reserved to Full Council) under its Terms of Reference to:

- prepare and agree to implement policies and strategies; and
- oversee the provision of all the Council's services.

This report seeks to confirm the provision and targets for such service matters to be agreed by Cabinet.

12. FINANCIAL IMPLICATIONS

12.1 There are no direct financial implications arising from this report. Where efficiencies or investments may make a difference to service levels these are indicated in the budget proposals so they can be taken into consideration when considering the budget for the forthcoming year

13. RISK IMPLICATIONS

13.1 There are no direct risk implications arising from this report. Risks to service delivery, and hence to performance levels, are reviewed and captured on Pentana, the Council's performance and risk management software.

14. EQUALITIES IMPLICATIONS

14.1 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.

14.2 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriated services to the Community to meet different people's needs.

15. SOCIAL VALUE IMPLICATIONS

15.1 The Social Value Act and "go local" policy do not apply to this report.

16. HUMAN RESOURCE IMPLICATIONS

16.1 There are no additional human resource implications.

17. APPENDICES

None.

18. CONTACT OFFICERS

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19. BACKGROUND PAPERS

- 19.1 [Appendix A Schedule of proposed amendments to Constitution](#)

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Reference	Subject	Raised by	Response/ reason Reference to changes made to denote <i>proposal</i> unless statutory requirement.	Legal response / comments
Section 1				
	Democratic Services Manager/ Committee Services Manager	Service Director Legal & Community	Change reference to Proper Officer – where appropriate to refer to Democratic Services Manager. Committee Services Manager to become Committee, Member and Scrutiny Manager (post phase 2 restructure) Committee & Member Services Officer to become Committee, Member and Scrutiny Officer.	This will be undertaken and checked post acceptance of amendments.
Update address	Remove Town Lodge	Service Director Legal & Community		
Section 2				
Section 2.2	“Deputy Chief Officer” definition	Service Director Legal & Community	Updating reference to legislation. “Deputy Chief Officer” As defined under <u>the Local Government & Housing Act 1989 and relevant Regulations 2(8) of the Local Authorities (Standing Orders) Regulations 1989</u>	Propose Amend.
Section 2.2	Reference to Democratic Services Manager	Service Director Legal & Community	Propose: Remove definition as Democratic Services Manager now in place. Wording: “Democratic Services Manager”: Reference to such an officer shall be deemed to include the Service Director: Legal and Community, or such officer sub-delegated to undertake any of the specific functions detailed in the Constitution.	Propose: Delete.

Section 2.2	“Forward Plan”	Service Director Legal & Community	<p>Forward Plan is a plan of Key Decisions of the Executive which are both legally defined under legislation requirements Regulations 8-9 LAMA 2012¹.</p> <p>In this Constitution the Notice of Key Decision and a Notice of Private Meeting of the Cabinet published by the Council over a four month period (including decisions to be made by the Cabinet, individual Cabinet Members or delegated officers, which are not Key Decisions).</p>	<p>Propose: Delete part that should not legally be included.</p>
Section 2.2	“Proper Officer”	Service Director Legal & Community	<p>means an officer to whom a duty/ role or decision making power is delegated, as set out at Section 14.5 – <u>14.6 unless otherwise described.</u></p>	
Section 3				
Section 3.1.1(a)	Information available to Members of the public	Cllr Deakin-Davies	<p>Relevant text: A programme of meetings is available by contacting the Council direct, logging on to the Council’s website or looking at the Council’s notice board outside the Council Offices or library notice boards in Baldock, Hitchin, Letchworth or Royston.</p> <p>Question: why not posted in Knebworth? 5,000 people live there.</p>	<p>Response: <i>The libraries in the four named towns do not accept notices from the Council any more. This issue will be raised once again with HCC / relevant Libraries as a separate point. However it is not considered appropriate for the constitution to require notifications to be placed in locations outside of the Council’s control.</i></p> <p>Propose: <i>A programme of meetings is available by contacting the Council direct, logging on to the Council’s website or looking at the Council’s notice board outside the Council Offices or library notice boards in Baldock, Hitchin, Letchworth or Royston.</i></p>

¹ Local Authorities (Executives Arrangements) (Meetings and Access to Information) (England) Regulations 2012/2089

Section 3.1.1(b)	Forward Plan	Service Director Legal & Community	<p>Proposed amendment: add word 'Key' Key Decisions will be taken by the Cabinet to reflect the LAMA2012² requirement.</p> <p>Reason: to meet the legal requirements defined under LAMA 2012.</p>	Propose Amend.
Section 4				
Section 4.3	The Budget	Service Director: Resources	<p>Change: Deletion of reference to virement limits.</p> <p>The budget includes the allocation of financial resources to different services and projects, proposed contingency funds, the Council Tax base, setting the Council Tax and decision relating to the control of the Council's borrowing requirement and the control of its capital expenditure and the setting of virement limits. The Full Council will decide the Council's overall revenue budget and overall capital budget and any changes to these. (See Section 16 for how the Council can change the Policy Framework or Budget referred to it for approval by the Cabinet.)</p> <p>Reason: The budget does not set virement limits - these are set in the Financial Regulations.</p>	Propose: Amend.
Section 4.4.1 (cc)		Democratic Services Manager/ Service Director Legal & Community	<p>Delete: "setting the scale of fees for elections;"</p> <p>Reason: This is a matter for the Returning Officer, with benchmarking across to other authorities and shall be notified to Members and staff with a Delegated Decision (via MIS and the Council's website).</p>	Propose: Delete.

² Local Authorities (Executives Arrangements) (Meetings and Access to Information) (England) Regulations 2012/2089

<p>Section 4.4.1(dd)</p>	<p>Functions of Full Council</p>	<p>Service Director: Resources</p>	<p>Change: Deletion of word ‘statement’ <i>“the treasury management strategy statement”</i></p> <p>Reason: Changes to statutory guidance mean that the Council will have an integrated treasury and capital strategy that will be known as an investment strategy. The deletion of statement gives scope for the treasury management strategy to be contained within an integrated investment strategy.</p>	<p>Propose: (dd)(cc) <i>approving the treasury management strategy (as may be incorporated in an integrated investment strategy);</i></p> <p><i>NB becomes (cc) with scale of fees provision deleted.</i></p>
<p>Section 4.8</p>	<p>Rules for Conducting Meetings (“Standing Orders”)</p>	<p>Service Director Legal & Community</p>	<p>Change: Insertion of ‘guillotine’ provisions that limit the duration of meetings and mean that the meeting comes to an end after a fixed number of hours.</p> <p><i>Proposal of requirement for a resolution just prior to 2.5 hours of the meeting, if required to extend.</i></p> <p>Reason: <i>As meetings ordinarily start at 7.30pm this will mean that if a meeting is to go beyond 10pm a resolution should be passed to extend the guillotine.</i></p> <p><i>If 2.5 hours is considered too short then 3 hours is proposed.</i></p> <p><i>The purposes of good decision making/ health and safety of Members/ Officers leaving the meeting. Many authorities have this provision for such a reason.</i></p>	<p>Propose: <i>“All Council meeting shall end after two and a half hours (“the guillotine”). Prior to the guillotine provision coming into effect, where the Members believe that a specific extension of time is warranted, this may be agreed by a resolution to extend the guillotine for a specified period. There is no limit to the number of extensions which may be agreed under this rule. No motion to extend the guillotine shall be permitted once the guillotine has fallen.”</i></p> <p>NB this to be inserted as a new 4.8.5(e). Heading to be amended to include “length”</p>

<p>Section 4.8.4</p>	<p>Appointment of Substitute Members of Committees and Sub-Committees & task and finish groups.</p>	<p>Cllr Martin Stears- Handscomb and Cllr J Billing</p>	<p>Amendment to the rules for Member substitution – current wording below: 4.8.4 Appointment of Substitute Members of Committees and Sub-Committees (a) As well as allocating seats on Committees and Sub-Committees the Council will allocate seats in the same manner for substitute Members. (b) For Committees or Sub-Committees listed at 4.8.4(c) below, but not the Cabinet, the Council will appoint a proportionate number of substitutes in respect of each political group as that group holds ordinary seats on that Committee or sub-Committee. The number of substitutes shall be a maximum of 40% of the total of each group’s full Committee Membership rounded up to the nearest whole number. (c) The Committees for which substitutes are permitted are; Employment Committee, Planning Control Committee, Overview and Scrutiny Committee, Finance, Audit and Risk Committee, Council Tax Setting Committee, Joint Staff Consultative Committee and the Standards Committee. (d) Substitute Members will have all the powers and duties of any ordinary Member of the Committee but will not be able to exercise any special powers or duties exercised by the person they are substituting. (e) Substitute Members may attend meetings in that capacity only: (i) to take the place of the ordinary Member for whom they are designated substitute; (i) when the ordinary Member will be absent for the whole of the meeting; (ii) after notifying the Proper Officer by 12 noon on the day of the meeting of the intended substitution.” Reason for change: The Labour Group has asked for this flexibility.</p>	<p>Response: <i>Power to appoint to the Committee Task and Finish Groups unlikely to be feasible for project-based work – specifically as may be part of evidence gathering exercise/ over a period of time. For that reason not recommended</i></p> <p>Potentially propose amendment for a new (c): <i>“The Democratic Services Manager (‘the Proper Officer’) may change substitutes on Committees or Sub-Committees for a meeting at the request and in consultation with the relevant Group Leader providing:</i> (i) any Member substituting must have undertaken any pre-Committee compulsory training before such a request is made to act as the substitute; and (ii) the request is sent in writing to the Proper Officer at least 7 clear working days before the meeting. (iii) The appointment as substitute is for a particular meeting and shall then cease.”</p> <p>NB would also need to update Service Director/ Proper Officer delegation in section 14.6.9 (xx) update the wording. This will also, in any event, require updating to include replacement of substitutes and Members during the year – as currently this only covers a permanent vacancy.</p>
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4.8.10 (c)	(c) Notice of Questions	Cllr Deakin-Davies	Add wording to allow copies of the questions to be available to Members prior to the meeting.	<p>Propose: Amend (c) and add:</p> <p><i>“The Proper Officer shall endeavour to make the question that has been accepted under 4.8.10 available to Members three days before the day of the meeting.”</i></p>
Section 4.8.10 (i)	Questions by the Public – Written answers	Cllr Deakin-Davies	<p>Proposed change: written answers to questions by the public should be made publically available.</p> <p>Any question which cannot be dealt with during public question time, either because of lack of time or because of the non-attendance of the Councillor to whom it was to be put, will be dealt with by a written answer as soon as practicable and <i>any written answer will be made publically available including on the Council’s website.</i></p> <p>Reason for change:</p>	<p>Propose: Amend</p> <p><i>Any question which cannot be dealt with during public question time, either because of lack of time or because of the non-attendance of the Councillor to whom it was to be put, will be dealt with by a written answer as soon as practicable <u>and any written answer will be made available on the Council’s website.</u></i></p>
Section 4.8.11(d)	Questions by Members (Maximum number of questions)	Labour Group Group Leaders discussion	<p>Change: The maximum number of questions to apply for each political group</p> <p>The maximum number of questions that may be asked at any meeting of the Full Council by <i>each political group</i> is two.</p> <p>Reason for change:</p>	<p><i>NB initially proposed by Labour Group as 3 – the compromise is 2 each Political Group. (i) will then be deleted as not applicable as any questions to be answered at the meeting.</i></p> <p><i>To read (d):</i> <i>“Notice of Questions</i> <i>For any one meeting each Political Group A Member may submit ask a <u>up to two questions</u> under 4.8.11(b) or 4.8.11(c) if either:</i> <i>(ii) they have given at least three clear working days’ notice in writing of the question to the Proper Officer; or</i></p>

				<p><i>(iii)the question relates to urgent matters, they have the consent of the Chairman or Member to whom the question is to be put and the content of the question is given to the Proper Officer by 10.00 a.m. on the day of the meeting.”</i></p> <p>NB is accepted, consequential amendments then required to (f) and (h).</p>
4.8.11(f)	Response to questions that are not answered at the meeting	Cllr Clark	Asked for time period for this to be provided.	<p><i>Propose:</i> <i>“...Any outstanding questions unable to be asked should be addressed in writing to the Proper Officer for a written response to be provided to all Members <u>via the website with the draft minute or in any event within 5 working days of the meeting.</u>”</i></p> <p>NB this provision will be deleted if the amendments to (f) are accepted as there will be no additional questions that are left unanswered.</p>

<p>Section 4.8.12(a)</p>	<p>Motions on notice - notice</p>	<p>Cllr Deakin-Davies</p>	<p>Relevant text: Except for motions which can be moved without notice under 4.8.13 written notice of every motion, signed by at least five Members where the motion calls for the removal from office of the Leader, or by at least two Members in any other case, must be delivered to the Proper Officer not later than midday, six clear working days (excluding the day of the meeting and the day of delivery) before the Council meeting at which it is to be considered. Motions received will be entered in a book open to public inspection. The Proper Officer may, with the consent of the Chairman, refuse to accept a motion if the matter to which it relates is referred to in the Forward Plan for consideration at a later meeting or there is otherwise an intention to consider that matter at a meeting of the Council within the next three (3) months.</p> <p>Question: Do we actually have a book? Shouldn't this be on the website. I suggest that motions presented don't always follow this rule. have we got data? Also all Councillors should be informed by email of such motions on the same day it is put in the "Book".</p>	<p>Response: <i>The procedure has been recently reviewed so that Committee services keep an electronic record of motions received.</i></p> <p>Propose: <i>Amend slightly.</i></p> <p><i>"..Motions received will be retained in a record of motions entered in a book which is open to public inspection."</i></p>
<p>Section 4.8.12(a)</p>	<p>Motions on notice - notice</p>	<p>Liberal Democrats</p>	<p>Comment: we also have the silly situation where we are forced to submit motions on paper with 2 signatures, when we are meant to e moving to a paperless system. Then there is also the problem of the paper being lost or misfiled</p>	<p>Response: Can email/ or send a photograph of a signed motion. Will clarify with a footnote:</p> <p><i>"The motion may be signed by hand, or by electronic signatures and may either be emailed or delivered by hand to the Proper Officer."</i></p>

4.8.12(a)	Motions on notice - notice	Cllr Weeks/ Cllr Needham	To be signed by the proposer and seconder	<p>Propose: Add those words underlined: “Except for motions which can be moved without notice under 4.8.13, written notice of every motion, signed by at least five Members where the motion calls for the removal from office of the Leader, or by at least two Members in any other case (<u>as proposer and seconder</u>), must be delivered to the Proper..”</p>
Section 4.8.23(a)	Decision Making	Cllr Clark	<p>Relevant text: In order to vote on an agenda item at any meeting of the Council or a Committee or Sub-Committee, a Member must be present in the room for the entirety of the debate and consideration of that item.</p> <p>Question: Apart from Planning & Licensing, how do other Councils deal with this?</p>	<p>Response: The Constitution contains provisions to deal with this as set out.</p> <p>Members should be addressed as a point of order to the Chairman if it is not picked up by officers.</p> <p>Proposed: No change.</p>
Section 4.8.24	Application to Committees and Sub-Committees	Service Director Legal and Community	The application of standing orders to Committees and Sub-Committees will need to be reviewed once Constitutional amendments have been approved.	
Section 5				
Section 5.6.18	Clarification to s9D LGA 2000 Executive powers	Service Director Legal & Community/ Planning Lawyer	<p>Amend to make this clearer that these Article 4 direction fall under 5.6.20 definition.</p> <p>Pursuant to section 9D of the Local Government Act 2000 all functions of an authority are executive functions unless they are specified as not in either the 2000 Act or the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended). Whilst some planning</p>	<p><i>To exercise the Authority’s functions as Local Planning Authority and to receive reports on: strategic planning matters, applications for, approval/ designation, consultations/ referendums revocation (or recommend revocation of)</i></p>

			functions cannot be the responsibility of the Executive, the confirmation of an Article 4 direction is not a specified function, although it originates under the 2015 Order/ Town & Country Planning Act 1990, so should make it clear this is an Executive decision.	<i>neighbourhood plans, Article 4 Directions and orders, (except to the extent that those functions are by law the responsibility of the Council or delegated to the Service Director: Regulatory).</i>
Section 5.6.29	Waivers to Contract Procurement Rules (CPR)	Subsequent to FAR approval of proposed changes to the CPR 17.12.18	Consequential amendments required recommended to Council on 17 January 2019, if approved.	Propose Wording as amended: <i>“To approve any waiver of Contract Procurement Rules referred to it by the Monitoring Officer and section 151 Officer, in accordance with the adopted policy Rules.”</i>
Section 5.6.39	Functions of Cabinet	Service Director: Resources	Change: Deletion of word ‘statement’ at 5.6.39 (By recommendation to Council) The treasury management strategy statement Reason: Changes to statutory guidance mean that the Council will have an integrated treasury and capital strategy that will be known as an investment strategy. The deletion of statement gives scope for the treasury management strategy to be contained within an integrated investment strategy.	Propose: Delete word, and also add: <i>“The treasury management strategy statement (as may be incorporated in an integrated investment strategy);”</i>

<p>Section 5.11.3</p>	<p>Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder) – Roles and Functions</p>	<p>Cllr Deakin-Davies</p>	<p>Proposed change: addition of new functions:</p> <p>(k) to report to Council the annual accounts of such Limited Companies we are shareholders in and also where there is a material change in the financial performance of the company, or where legal action has been taken against the company or where any service failure or customer failure has occurred”</p> <p>(l) as part of the reporting on budgetary matters quarterly, the current trading state and health of the company will be reported to Council”.</p> <p>(m) the financial contribution target from such companies will be reported to Council annually</p>	<p>Response: <i>Amendments proposed instead to Finance Audit & Risk Committees terms of reference under 10.1.5 below.</i></p>
<p>Section 6</p>				
<p>Section 6.1.2</p>	<p>Scrutiny - introduction</p>	<p>Cllr Deakin-Davies</p>	<p>Relevant text: Scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants. A Scrutiny Committee should not shy away from the need to challenge and question decisions and make constructive criticism.</p> <p>Comment/proposed change: Local inhabitants is not accurate enough... O&S scrutinises the EHDC and NHDC waste contract, EH people are not our local inhabitants... Also Careline could have customers anywhere in the UK, it is not a geographically bound service.</p>	<p>Response: <i>Localism Act 2011 s9F powers specific power to (e) “to make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area”</i></p> <p>Propose: <i>“Scrutiny should be carried out in a constructive way and should aim to contribute to the delivery of efficient and effective services that meet the needs and aspirations of local inhabitants and customers. A Scrutiny Committee should not shy away from the need to challenge and question decisions and make constructive criticism. “</i></p>

Section 8				
Section 8.2.3	Licensing and Appeals Committee – Meetings	Licensing Manager	<p>Proposed change:</p> <p>(1) additional function of the Committee to adopt or approve substantial changes to Licensing policies with minor amendments to be delegated to an officer in consultation with the chair of the Licencing and Appeals Committee and the relevant Executive Member.</p> <p>(2) Also to receive an annual report on Licensing activities including performance information.</p>	<p>Response: Expand remit. Propose: 8.2.3 new (c) <i>To consider and amend other non-executive Licensing Policies (minor amendments to be delegated to the Licensing Manager in consultation with the Chairman of Committee and the relevant Executive Member).</i></p> <p><i>New (d) to receive an annual report on Licensing activities including performance information.</i></p>
Section 8.3.1	Licensing Sub-Committee Membership	Licensing Manager & Democratic Services Manager	<p>Proposed change: To add a reserve Member to the Sub-Committee selected from the existing Membership of the Licensing and Appeals Committee, who shall be sent the papers and should be available to attend and hear the matter, in the event of the inability of one of the three Sub-Committee Members being able to attend/ participate.</p> <p>Reason: To prevent unnecessary delays and adjournments. Enable the Council to meet statutory hearing deadlines in the event of an inquorate Sub-Committee.</p>	<p>Propose: Final wording to be considered/ checked. Currently propose</p> <p>8.3.1 <i>Membership</i> <i>Three (3) Councillors shall be appointed to a Licensing Sub-Committee <u>and one non-voting reserve Councillor.</u></i></p> <p><i><u>Footnote: In the event that one of the voting Councillors cannot attend, has a conflict or is unable to participate for any other reason for that meeting, the reserve shall become a voting Member and no further reserve is required.</u></i></p>

<p>Section 8.4.4</p>	<p>Planning control Committee</p>	<p>Service Director: Regulatory</p>	<p>Proposed change: addition of the words ‘for determination or consideration’</p> <p>Reason for change: to clarify Planning Control Committee’s role</p>	<p>Response: Propose: <i>Include amended wording: “The Planning Control Committee exercises those functions of the local planning authority not delegated to the Service Director: Regulatory. The Service Director: Regulatory may refer a matter to the Planning Control Committee for <u>determination or consideration</u> if the application is controversial or of significant public interest or is likely to have a significant impact on the environment.”</i></p>
<p>Section 8.4.5(c)(ii)/ (iii) & ‘support’ of ward Member/ call in to PCC</p>	<p>Planning Control Committee</p>	<p>Strategic Sites Planning Officer</p>	<p>1 To make it clearer that supporting a referral into Committee does not preclude a Member necessarily being involved in the debate or vote if they are on the Committee (so long as they have not shown any pre-determination of the issue/ do not have an interest). Re-define ‘support’.</p> <p>Reason: to prevent impression of bias and predetermination and legal challenge to the Council.</p>	<p>Response: Propose: <i>Change ‘supported’ in (iii) 1 & 2</i></p> <p>1 with: <i>“<u>detailing the</u> reasons based upon one or more material planning considerations :” or</i></p> <p>2 with: <i><u>detailing the</u> reasons that the matter is in the wider public interest.</i></p>

		<p>Service Director: Legal & Democratic</p>	<p>2 Remove also word ‘declarable’ interest and leave interest (to cover both Declarable and Disclosable Pecuniary Interests).</p>	<p><i>Update footnote to (ii) B footnote* to state: provided that the written opinion of the parish or town council is supported in writing by at least one Ward Member³ within five working days of the Ward Member being notified of the representation.</i></p> <p><i>* ¹ A Ward Member with an <u>an declarable</u> interest must not be involved in the referral to Committee. This to apply to (iii): Footnote:3 as above.</i></p>
<p>Appendix 1 to Section 8 paragraph 1.3</p>	<p>Procedure for public participation in the consideration by the Planning Control Committee</p>	<p>Cllr Steve Jarvis</p>	<p>Proposed change: An issue has been raised with me about the public speaking rights at Planning Committee meetings. The first objector (or supporter) to respond gets complete control over who else may speak. This is a particular concern when it results in a parish, town or community council (which has been elected by the local community and are of course statutory consultees) being unable to speak. I think that we should consider giving some sort of priority to these councils when allocating speaking time (clearly only in relation to planning applications within their own area).</p>	<p>Response: <i>Parish/ Town Councils are statutory consultees for certain types of development as per Schedule 4(d) Development Management Procedure Order</i></p> <p><i>No consistent approach with other Councils who have less time and a 3 minute slot for example, for the Parish/ 3 for others – but possible disparity leads to unfairness in process.</i></p>

				<p>Propose: <i>The issue could then be that Members of public are unable to speak, is the Ward Advocate the route for the Parish etc. under Appendix 2 to Section 8, therefore no change proposed.</i></p> <p><i>Other option would be to give the Parish Council the priority share of the public speaking time.</i></p>
Appendix 1 to Section 8 paragraph 1.3	Procedure for public participation in the consideration by the Planning Control Committee	Cllr Deakin-Davies	<p>Proposed change: amended wording in relation to time keeping responsibilities.</p> <p>The time slot allocated to each group of speakers should not exceed 5 minutes. This time limit should be strictly adhered to in order to ensure that the business of the Committee can be transacted as expeditiously as is reasonably possible. It is suggested that the The Committee & Member Services Officer or another officer not directly involved will have <i>has</i> the responsibility for time-keeping rather than the Chairman</p>	<p>Response: <i>Suggest this is better dealt with outside of the Appendix.</i></p> <p>Propose: <i>Delete last sentence and deal with under normal officer procedure. It to read: Subject to suggestions above, to read: “The time slot allocated to each group of speakers should not exceed 5 minutes. This time limit should be strictly adhered to in order to ensure that the business of the Committee can be transacted as expeditiously as is reasonably possible.”</i></p>

<p>Appendix 3 to Section 8 paragraph 13</p>	<p>North Hertfordshire District Council's Member's Planning Code of Good Practice</p>	<p>Cllr Deakin-Davies</p>	<p>Change: replace the word 'of' with 'on'</p> <p>Don't put pressure of <i>on</i> Planning Officers to change their recommendations before a Committee.</p> <p>Reason for change: to correct a typographical error</p>	<p>Response: <i>Accepted.</i></p> <p>Propose: <i>Amend.</i></p>
<p>Section 9</p>				
<p>Section 9.8.</p>	<p>Area Committee terms of reference</p>	<p>Cllr Grindal</p>	<p>Proposed change: I would like to introduce at the Letchworth Area Committee a scheme by which the Committee can recognise just a small good deed or work by an individual or a group from within the town that has shown good community spirit.</p> <p>It is a simple concept and in no way is intended to infringe on the annual Chairman awards which provide the opportunity to recognise those 'bigger' good deeds from across the district. On a few occasions recently I have been approached and told about 'small' good deeds performed by individuals and I feel that it would be no bad thing to recognise that. After all, engaging with the residents must be a priority and following the successful first Letchworth Town Talk this would be another small step in a closer link with our community and in inviting individuals or groups to the Committee to recognise those good deeds with a certificate would assist in that aim. Discussion with group leaders and annually to consider by Annual Committee,</p>	<p>Response: <i>Council terms of reference allow for recognising community. However, could allow a localised recognition. If so proposal below.</i></p> <p>Propose: <i>Amend 9.8.2 add “(h) At the penultimate annual meeting the Committee may recognise exceptional contribution to the community in their Area Committee locality by an individual.”</i></p>

Section 10				
Section 10.1.5	Terms of Reference of the Finance, Audit and Risk Committee	Cllr Deakin-Davies	<p>Proposed change: to add to the terms of reference</p> <p><i>Monitor and report on the financial performance of Limited Companies where we are a shareholder with 51% plus shareholding, plus any risk factors to that company, and our actions to mitigate them</i></p> <p>Reason for change:</p>	<p>Response: <i>This is arguably covered by Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder), as role is to represent Council's shareholder interest, as per 5.11.4 (a) & 5.11 (g)(ii). An addition to the terms of reference of this committee could be added to allow for any additional reporting by the directors of such companies.</i></p> <p>Propose: new <i>"(h) To receive reports referred by the Chief Finance Officer on the financial performance of any of the Council's wholly owned limited companies."</i> NB subsequent numbering will change.</p>
Section 14				
Section 14.5.2	Responsibility for Local Choice Functions	Cllr Martin Stears-Handscomb and Cllr J Billing	<p>Comment/proposed change: Consideration of more flexibility on local choice functions – so that Cabinet can refer these to full Council if they wish.</p>	<p>Response: <i>Discussed with Group Leaders Issues with LGA 2000, relevant functions regulations, issues with executive key decisions/ notice and certainty. Local choice and taking that forward as a larger piece of work in 2019/20 if wished to proceed.</i></p> <p>Propose: <i>Following discussions with Group Leaders this to form part of a larger piece of work during 2019/20.</i></p>

<p>Section 14.6.7(b)(i) (C) and 14.6.12(b)(i) (B)</p>	<p>Delegation of Authority – Service Director: Commercial</p>	<p>Deputy Chief Executive</p>	<p>Proposed change: increase in the value of property acquisition that falls within officer delegation:</p> <p>In consultation with the Service Director: Resources, acquisition of land where the purchase price or premium does not exceed £250500,000 or such higher figure as is determined in any adopted Asset Management Strategy.</p> <p>Reason: to improve the Council’s ability to move at pace and respond to commercial opportunities</p>	<p>Response: Discussed with Group Leaders and propose to increase limit of officer delegation.</p> <p>NB. If adopted then the Cabinet delegation at 5.6.20 will need to be amended to reflect this flexibility in the Service Director: Commercial’s delegation. The values in the delegation for the Service Director: Resources would also be updated to mirror this change.</p>
<p>Section 14.6.7(b)(i) (B)</p>	<p>Delegation of Authority – Service Director: Commercial</p>	<p>Service Director: Resources</p>	<p>Proposed change: Should we explicitly cover the gap between £50,000 and £250,000 for leases etc.</p> <p>Reason for change: for clarification as the Constitution is presently silent on this point</p>	<p>Response: <i>The Constitution shows that the Executive Member for Finance and IT is responsible for ‘leadership, strategic planning and development, partnership working and decision making within Asset Management’.</i> <i>This is presently relied upon to provide authority for rent reviews and minor land matters that exceed officer delegation. It should be noted that there is currently no Cabinet delegation for minor land matters of this type.</i> <i>Can explicitly amend.</i></p> <p>Propose: <i>Increase officer delegation to make it consistent with the disposals values: granting, negotiating and settling terms of leases, licences, easements, wayleaves, rent reviews, assignment of leases, the appointment of arbitrators / experts, consents,</i></p>

				<p>guarantees and all other minor land matters where the initial annual rent (after the expiry of any rent free period) or the premium does not exceed £500,000 provided that in respect of any matter where the initial rent or premium exceeds £50,000 the decision shall be made in consultation with the Executive Member for Finance and IT.</p> <p>NB. Cabinet delegation would be amended to explicitly cover matters where the value exceeds £500,000.</p>
Section 14.6.9(a) (xxviii)	Delegation to Service Director Legal & Community		<p>To move to Service Director: Customers</p> <p>To verify foreign national pensions⁴. Reason: direct access via customer services in reception.</p>	<p>Propose: Move to 14.6.8 (a) & read: (viii) To authorise officers to provide a discretionary service to verify foreign national pensions.</p>
Section 14.6.9(b) (xiv)	Licensing delegation for Service Director Legal & Community	Service Director Legal & Community	<p>Drafting Unclear, as not delegated elsewhere:</p> <p>“Licensing including all functions under all relevant Licensing Executive Member for Housing and Environmental Health which shall include: legislation other than matters reserved to the Licensing and Appeals Committee, street trading, Sunday trading and scrap metal”</p>	<p>Propose: Amend as set out. Licensing and Appeals Committee and Full Council, street trading, Sunday trading and scrap metal.</p>

⁴ This is a discretionary service and may be subject to a charge

<p>Section 14.6.9(b) (xiv)</p>	<p>Licensing delegation for Service Director Legal & Community</p>	<p>Cllr Needham</p>	<p>Conservative Group would like this to be set by the Executive Member.</p>	<p>Propose: <i>Amend Executive Member's for Housing and Environmental Health delegation in respect of Taxi fares:</i></p> <p>being consulted on the s <i>Setting of charges and fees for hackney carriages and private hire vehicles <u>in consultation with the Service Director: Legal and Community and Licensing Manager.</u></i></p>
<p>Section 14.6.9(b) (xvii) A and B</p>	<p>Delegation of Authority – Service Director: Legal and Community</p>	<p>Cllr Deakin-Davies</p>	<p>Relevant text:</p> <p>A safeguarding of vulnerable adults Executive Member for Housing and Environmental Health B safeguarding of children and young people Executive Member for Community Engagement and Rural Affairs which shall include promoting the Council's position in regard to children's services across the district and in particular the protection of children and young people.</p> <p>Question: I wonder why two Executive Members here are involved, Housing and Environment which includes health, such as Careline which a growing number of young people use... What does the Exec for Com Engagement and Rural affairs do for children and young people?</p>	<p>Propose: <i>Have consulted the Leader move to Executive Member for Community Engagement and Rural Affairs:</i></p> <p><i>Amalgamate A for Service Director Legal & Community. Executive Members to read:</i> <i>"promoting the Council's position in regards to children's services <u>safeguarding responsibilities</u> across the district and in particular the protection of children, and young people undertaken within its <u>safeguarding responsibilities</u>"</i></p>

14.6.11(b) (viii)	Delegation of Authority Service Director: Regulatory	Service Director: Regulatory	<p>Proposed change: addition to service responsibilities: All functions relating to National Infrastructure Planning including co-ordination of the Council’s response to any consultation, Examination or other any other matter concerned with major infrastructure projects.</p> <p>Reason for change: to clarify responsibility for such matters including responsibility for responding to Development Consent Orders</p>	<p>Propose: <i>Amend.</i></p>
Section 14.6.12(a) (vi)	Delegation of Authority Service Director: Resources	Service Director: Resources	<p>Relevant text: ‘to appoint the Members of the Independent Remuneration Panel, having first consulted the Monitoring Officer and Group Leaders as to any reason why Member(s) not independent’</p> <p>Proposed change: I think this should move to the Director: Legal and Community</p>	<p>Response: <i>Move to 14.6.9</i></p> <p>Propose:</p>
Section 14.6.18	Champions	Cllr Deakin-Davies	<p>Change: Where’s the Business Champion</p> <p>Reason: we should have one</p>	<p>Response: <i>Discussed with Group Leader and to remove all together as will be covered on the Council’s website where applicable.</i></p> <p>Propose: <i>Delete from Constitution.</i></p>

Section 15				
Section 15.6.3	Access to Information – Supply of copies	Cllr Deakin-Davies	<p>Relevant text: If you are not a Member of the Committee you should access the agenda and reports via the Council’s website.</p> <p>Comment/proposed change: Probably better say moderngov or whatever it’s called as well.</p>	<p>Response: <i>Can indicate that – but still currently (legally) need to make paper copy available for inspection under the LGA 1972 & LAMA 2012 for the public</i></p> <p>Propose: <i>Footnote (via Modern.gov or replacement Committee management system).</i></p>
Section 16				
Section 16.1	Budget and Policy Framework Procedure Rules The Framework for Executive Decisions	Cllr Deakin-Davies	<p>Comment/proposed change: Something needs to go in here about Limited companies we own or JV with.</p>	<p>Response: <i>This will be dealt with under the Governance arrangements agreed, but does not specially have to be covered by the Budget and Policy Framework that is approved by Council, as there will generally be separate and independent arrangements for budgets/accounts approval etc.</i></p> <p>Propose: <i>No further action.</i></p>
Section 17				
General		Cllr Deakin-Davies	<p>Proposed change: Hey maybe gender neutral stuff needed everywhere here . So no his/her things just “their”...</p>	<p>Response: <i>If you wish to take this further, will need to do so for next review, to ensure this reads correctly in finished document.</i></p> <p>Propose: <i>No further action at this stage.</i></p>

**Overview & Scrutiny Committee
19 March 2019**

PUBLIC DOCUMENT

TITLE OF REPORT: 3rd QTR 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

This monitoring report provides a 3rd 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. 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 The 3rd Quarter monitoring report against key projects for 2018/19 is included in Appendix A.
- 8.2 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.
- 8.3 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, **the Office Accommodation Project, the Community Centre Leases and Working with Health Partners projects have been removed from future monitoring reports.**
- 8.4 At the September meeting of the Overview and Scrutiny meeting it was requested that the Service Manager- Waste be requested to publish details of the statistics regarding reports of missed bins and calls made regarding this and communicate the details publicly. In order to fulfil this request, a more detailed update on the Waste Project has been provided in Appendix B.

- 8.5 The Shared Waste Project has now been signed off by the Project Board. The lessons learned log is included in Appendix C.

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 Corporate Risks for the Council and these are monitored quarterly by the Finance, Audit & Risk Committee. These include:
- Local Plan
 - Hitchin Town Hall
 - 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 – 3rd Quarter Monitoring against Key Projects for 2018/19
Appendix B – Waste Project Update.
Appendix C – Lessons learned for Waste Project.

16. CONTACT OFFICERS

- 16.1 Rachel Cooper, Controls, Risk & Performance Manager, Tel 474606,
Rachel.cooper@north-herts.gov.uk
- 16.2 Ian Couper, Service Director, Resources Tel 474243;
ian.couper@north-herts.gov.uk
- 16.3 Howard Crompton, Service Director, Customers Tel 474247,
Howard.crompton@north-herts.gov.uk
- 16.4 Ian Fullstone, Service Director, Regulatory, Tel, 474480,
ian.fullstone@north-herts.gov.uk

- 16.5 Kerry Shorrocks, Corporate Human Resources Manager, Tel, 474224,
kerry.shorrocks@north-herts.gov.uk
- 16.6 Vaughan Watson, Service Director, Place, Tel 474641
Vaughan.watson@north-herts.gov.uk
- 16.7 Jeanette Thompson, Service Director, Legal & Community. Tel 474370
jeanette.thompson@north-herts.gov.uk

17. BACKGROUND PAPERS

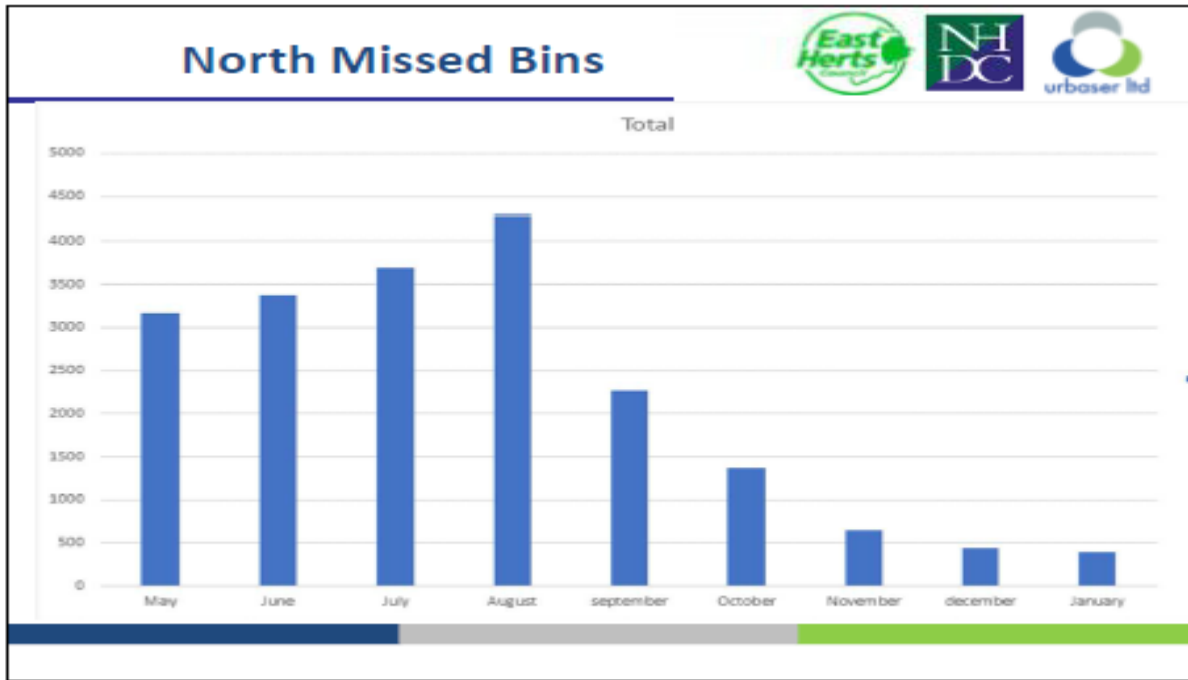
- 17.1 None.

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Scrutiny Panel update February 2019 – Waste Services

Further to the last update, we have seen services and management of them further embedded and as a result an improving data set.

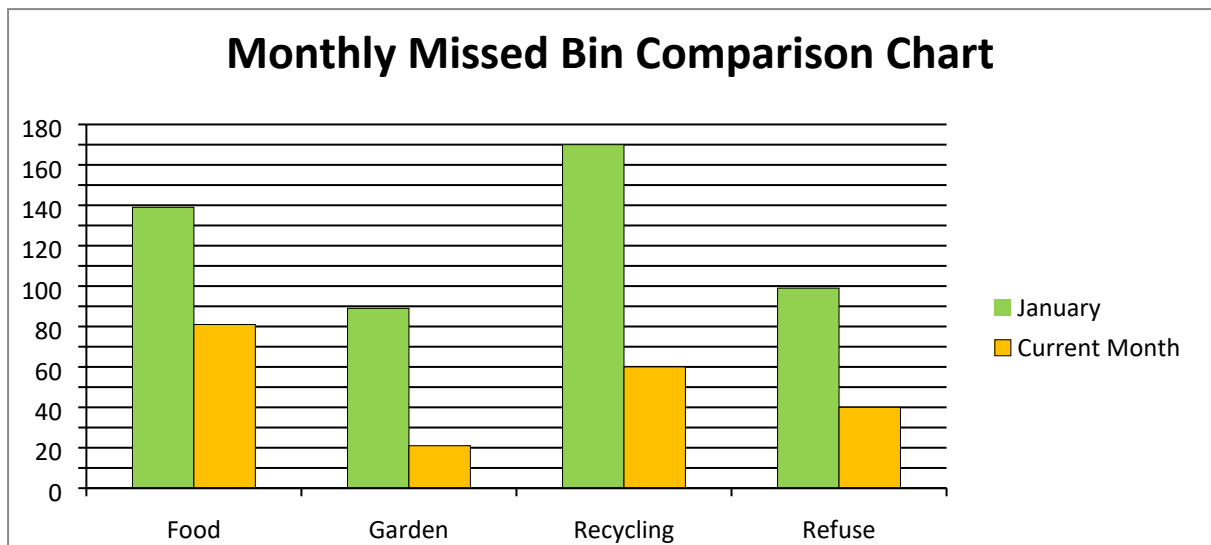
Total reported missed bins have shown a continued reduction and indicated in the graph below:



The year to date graph clearly shows a decrease in reported missed bins, we expect these to improve further through ongoing client and Urbaser management. Total missed bin levels for both East & North Herts are now becoming more comparable and acceptable.

For further reference graph below shows a direct comparison from January into February, (Please note Feb is part month up to 15th Feb) but shows further improvement.

We would expect an increase in missed collections in January post the Christmas holiday season and its associated revised collection dates.

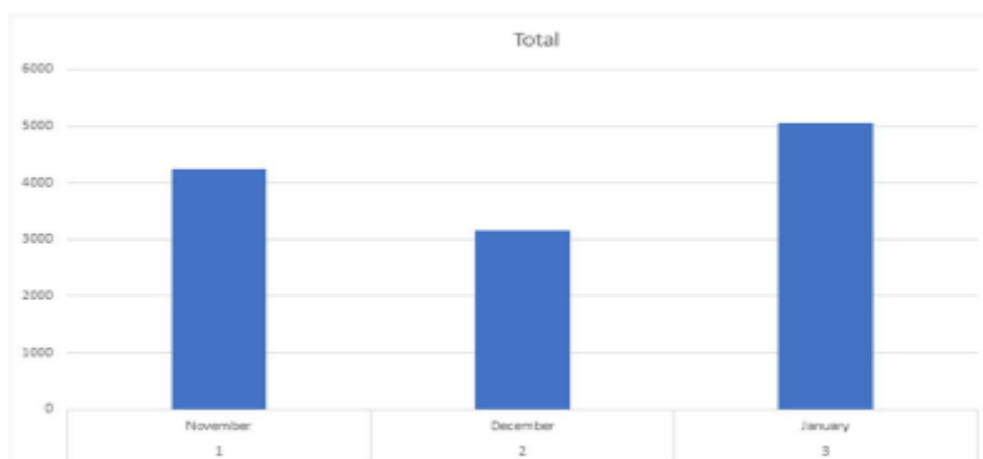


Scrutiny Panel update February 2019 – Waste Services

Further to the Scrutiny update, the complimentary compostable caddy liner delivery is imminent (delivery expected in March). Residents will receive notification through March's edition of Outlook magazine that the sacks will be delivered. The roll of 52 sacks will also have a notification included detailing why the sacks have been delivered, also included will be information relating to the garden waste payment extension period. Importantly the note will also thank residents for their continued support for our services.

The garden waste service has continued to see a steady number of new customers signing up for the service. For your information work is underway preparing for 2019/20 garden waste service payment arrangements which take into account the agreed extension period – further details will be provided.

Call volumes received at the Urbaser call centre are also showing improvement, the graph below shows an increase in January and as referenced above there was a spike following the Christmas holiday and associated revised collection dates. Please note that the numbers shown below include ALLI contacts made not only service requests.



To ensure contacts including service requests are handled in the quickest and most efficient way we request that contact is made in the first instance, directly through the Urbaser call centre – Tel 0800 328 6023 or via email northhertsenquiries@urbaser.co.uk

The following table show the various waste stream tonnages up to the 3rd quarter

Materials Apr - Dec 2018	North Herts		Difference in tonnes	Difference %
	2017/18	2018/19		
Household Waste	14541	15308	-767	5.27%
Garden waste	na	8317		
Food waste	na	3100		
Combine G&F	13494	11416	2078	-15.40%
Co-mingled	6410	6685	-275	4.29%

Scrutiny Panel update February 2019 – Waste Services

Materials Apr - Dec 2018	North Herts		Difference in tonnes	Difference %
Contamination	440	142	298	-67.72%
Paper	2261	2011	250	-11.05%
Total Tonnes	37147	35562	1585	-11.05%

Household waste is showing a slight increase at +5.27%, this can be attributed in the main to the introduction of a charge for garden waste. There has been a 4.29% increase in co-mingled material which can be attributed to positive resident recycling behaviours. Contamination levels have dramatically decreased which is vital to ensuring quality of material is maintained for re-processing purposes. Paper tonnage has reduced however this is inline with national trends and an ongoing move to digital forms of media.

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East Herts District Council / North Hertfordshire District Council

**Waste Shared Services Project
Lessons Log**



Project Name	Waste Shared Services Project
Project Manager	Vaughan Watson – Service Director, Place Jess Khanom - Head of Operations, EHDC

Page 53

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
<i>(simple alphanumeric format)</i>	<i>(this should include details of the event and the causes, its effect, confirmation of whether it was previously identified as a risk and the proposals to improve current or future projects)</i>	<i>(the officer logging the lesson)</i>		<i>(lessons are not learned unless action is taken)</i>

Category – Skills, Knowledge and Experience of Project Team & Board

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
S1	<p>Project team evolved and changed over the 4 years of the project and included Heads of Service who were overall responsible with support from Finance, Procurement, legal, waste officers, communication, HR and consultants. Over this period the project team changed with only a few that were involved throughout the entire project.</p> <p>This created a loss of knowledge and consistency in the project, which ultimately led to delays in decision making and progressing the project.</p>	Vaughan Watson	<p>11th April 2018</p> <p>Reinforced at Lesson Learned Workshop 20.9.18</p>	<p>Project Board agreed the resources required to meet the requirements of the many stages of this project (18 Project Boards)</p> <p>Future considerations:</p> <ul style="list-style-type: none"> - A skills audit should be carried out to ensure training needs are identified early. <p>Dedicated resources for such a large project needs to be approved at corporate level to ensure ownership of the project wider than the technical waste team and business as usual teams.</p>
S2	Project Board also had changes over the same period, with both Executive Members changing for each Authority. However, there was political stability for both Authorities that ensured the aims of the Business Case were not affected.	Vaughan Watson		Both Councils provided the highest level of political support for this project
S3	Project Board was reported at every meeting Risk and Issue logs that were regularly updated			At each of the 18 meetings risk and issue logs were considered and agreed and mitigating actions taken to ensure there were acceptable outcomes.

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
Category - Finance				
F1	<p>The main aim of the Business Case was for both Authorities to find financial efficiencies; the Strategic Outline Case (SOC) was developed in early 2015 by both Councils Heads of Service and Finance Officer to determine the potential levels of saving. Route Optimisation was done by the Waste Contractor, Veolia and the SOC identified there were acceptable contract and Client savings to be achieved. The SOC was high level and required more evidence to support progressing on with a joint contract</p> <p>Outline Business Case required revisions as service requirements changed after the development of OBC.</p>	Vaughan Watson		<p>Project Board in Dec 2014 agreed to use the Government supported “Green Book” methodology to determine an acceptable Business case (SOC & OBC) Project Board and both Councils endorsed the SOC in June 2015 and agreed to proceed to developing a Outline Business Case (OBC)</p> <p>Future Considerations: Further time needed to develop a full Business Case to fully understand all associated costs before sign off to a shared service to give more clarity and confidence over potential costs and savings on both sides – need to allow more time & resources to produce more detailed business case and to inform decision making.</p>

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
F2	Outline Business Case (OBC) required external consultants to carry out independent analysis of the market to assess the appetite for larger waste collection contracts and to carry out independent route optimisation. The HWP also supported an additional route optimisation. The three Route Optimisation exercises provided a wide range of potential savings, two meeting both Councils expectations and one that would not. Client team savings were identified showing a reduction in staff of 25% and the use of Buntingford depot as the main depot for the contract showed further savings	Vaughan Watson		Project Board considered and agreed in April 2017 the draft OBC June and July both Councils endorsed through their Scrutiny and Council committee's the OBC
F3	The interest shown by the waste contractors in this new joint contract was very high, which resulted in very competitive bids being provided. Finance Officers and consultants were used to ensure the bids were acceptable. The result was that the financial saving achieved with the preferred contractor Urbaser was far greater than the OBC indicated. In particular for NHDC, who had a much older contact and it was accepted by both Councils that the largest savings would be achieved by NHDC. Lot1 was far more attractive to the market than Lot2 which did not provide any substantial savings	Vaughan Watson		Extensive evaluation by internal and external professionals Project Board and both Councils agreed in Oct and Nov 2017 to award both the Waste and Street Cleansing contract (Lot1) and (Lot2) for the management and processing of dry recycled materials

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
F4	During the development of the SOC & OBC we consulted with HCC on the possibility of charging for green waste. Looking at whole system costs, there was concerns of HCC paying for "fresh air" not achieving guaranteed minimum tonnages (GMT). However, over the four years the situation within the County changed in terms of the number of authorities financially being driven into charging for green waste. Also the 20k GMT at Cumberlow was far being exceeded and results from others showed less of a negative impact than originally considered	Vaughan Watson		<p>Leader for NHDC requested PB that consideration be given to charging for garden waste and provide a weekly collection of food waste after attending a HWP when Three Rivers presented the results of introducing charging that showed positive outcomes.</p> <p>Both Councils considered this independent option and the outcome was NHDC agreed and EHC did not want it to be included in the contract</p>
Category - Quality				
Q1	<p>At an early stage consideration was given to the level and type of service was expected from each Authority and the greater the integration and collaboration the greater the financial saving that could be achieved</p> <p>HOS for both Authorities did a detailed analysis of both waste and street cleansing contracts, early 2015. This identified areas that could benefit more integration in particular the street cleansing contracts (input and output based hybrid finally agreed)</p>	Vaughan Watson		<p>Outcome of the HWP workshop in 2014 that was representative of high level stakeholders (including leaders and Chief Executives)</p> <p>SOC considered and agreed the outline scope of services in June 2016, but was finally considered and agreed by both Councils during the winter of 2016/ 17</p>
Q2	Both Councils wanted to maintain current levels of service and did not want to adversely impact on performance, whilst finance being a key driver	Vaughan Watson		Workshops were undertaken and Scrutiny committees considered and advised on all proposed changes to each Authority during 2016 and 2017

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
Category - Time Frame				
TI1	NHDC and EHC waste contracts were not aligned, EHC terminated a year later than NHDC. For the benefit of joint contract they needed to be aligned	Vaughan Watson		Dec 2014 NHDC Cabinet agreed to the extension of the contract which was subsequently undertaken by Officers in compliance with the Public Contracts Regulations 2015. Officers also published a Voluntary Ex-Ante Transparency Notice to ensure full transparency on the process. This allowed the contracts to be lawfully aligned and for a business case to be developed. The new contract date was the 8 th May 2018, >3.5yrs
TI2	Due to the size and complexity and risks associated with such a joint venture, Due Diligence was required	Vaughan Watson		Dec 2014 to June 2016 >1.5yrs to develop and agree a SOC for both authorities June 2016 to June 2017 1y to approve OBC June 2016 to Oct 2017 to develop, evaluate and award contracts <1.5yrs An Intermediate Inter Authority Agreement (IAA) was agreed by PB and both Councils in June 2016. The IAA Inter Authority Agreement is still being developed and yet to be agreed
TI3	Project took more time that originally planned; spec development took longer and absorbed into contingency.			Future Considerations: Dedicated resources required to ensure business as usual work did not detract from project focus. Late additions/considerations to the specification should be challenged as they were already addressed in the OBC which was signed off.

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
<u>Category - Legislation and Regulation</u>				
L1	With Brexit there has been and continues to be a period of uncertainty for Waste and the Environment for National Strategy and Policy	Vaughan Watson		The contract has been developed around existing strategies and policies including the HWP. We have consulted with the disposal authority HCC on all matters that affect them Existing depots and transfer facilities have been evaluated and action plans developed to ensure they are fit for purpose until 2025, 7yrs
L2	Lack of corporate approach Major Contracts from EHC caused delays in project.			Future Considerations: A framework of how to approach major contracts and the Council's position on key contractual areas would minimise time spent seeking "answers".
<u>Category - IT (Software Interdependencies, Licences, Server Capacity)</u>				
IT1	In cab technology is helping drive improvements and efficiencies that should improve customer service	Vaughan Watson		Included within the contract specification
IT2	Basing the Client team at Buntingford depot and employed by NHDC, need to have NHDC IT infrastructure	Vaughan Watson		NHDC IT section was instructed in late 2017 to ensure the client team had the appropriate IT infrastructure at Buntingford Depot for Feb 2018
IT3	Lack of IT input for ICT spec requirements lead to purchasing a system for EHC for additional costs			Future Considerations: Corporate buy-in, early engagement and dedicated resources would have allowed for in depth scurrility of proposals in tender submissions.

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
IT4	Sharing project documentation, version control was a risk to the project timelines.			Future Considerations: Need to have shared software to enable shared document to be edited.
<u>Category - Interdependencies/Conflicts with Other Projects/Services</u>				
IN1	The waste contract has been resource intensive and had corporate implications. Over the 4yrs there as been emerging priorities for both Authorities, but have prioritised this as the major project	Vaughan Watson		Included annually as part of the Service planning process and had champions in each service area to ensure the project is delivered to the standard required and within agreed time frames Political awareness and commitment at the highest level Project Manager – vital to have good skills to marry the needs of both authorities.
IN2	Customer contacts for the new contract as meant changes for both authorities. For NHDC the contractor will be entirely responsible for customer enquiries and complaints as the In Cab technology will ensure a speedy response. EHC transformation programme has meant a corporate Customer Contact Centre that will manage all customer enquiries and will develop an integrated solution with the Contractor to ensure the customer is not adversely affected	Vaughan Watson		Built into the contract specification, discussed and agreed with Project Board. Needs behavioural change with Councillors and residents for NHDC to ensure the new system works effectively. This will be part of the communication plan for 2018/19

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
<u>Category - Communications/Engagement with Stakeholders/Partners/Politicians</u>				
C1	Project Board has always been updated regularly over the last four years with the Communication plan which is a fundamental element of the project. It is important that all stakeholders (residents Councillors and businesses) are kept informed and consulted with on progress and change			Communications Managers, HOS and Service Managers have developed effective communications plans over the last 4 yrs to ensure Councillors, residents, businesses and staff are kept well informed and consulted with on service changes
C2	Operational sign off documents was not always clear which created delays in the project.	Jess Khanom	20 Sept 2018	Future Considerations: Clear sign off and escalation routes and awareness of timescales involved in getting agreements between authorities.
C3	Need a consistent approach to joint contract communications from both authorities to avoid risk that different people say different things in the public arena.			Future considerations: If comms impacts both authorities then it needs to be signed off by each Authority.
<u>Category - Procurement and Letting of Contracts</u>				
P1	TI1 under Time frame is mentioned the need to extend NHDC waste contract to be aligned with EHC (8 th May 2018)			See TI1
P2	Throughout all stages of the procurement (including pre and post procurement) two different consultants were using which consumed time in terms of preparing additional procurement docs for the consultants whilst developing procurement documents for the 2 major contract (Lot 1 and Lot2)			Future considerations: Need a clear procurement strategy to enable the use of single consultant from the start of the pre procurement stage to ensure consistency of advice and quality of work.

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
P3	Support and buy in from other departments / service areas needed as a dedicated resource to minimise delays in the development of procurement documents as well as evaluation. Note: lack of resources at EHC during project due to corporate restructure & staff turnover.			Future Considerations: Projects should have corporate buy in and dedicated resources from both Authorities / where resources lack, these should be bought in.
P4	Lot 2 procurement was added to the timescales of Lot 1 which in turn added to resourcing pressures. This impacted on the time required to evaluate decisions regarding Lot2.			Future Considerations: Dedicated resources required for an evolving /growing project to ensure decisions are well thought out against the impact on the service.
<u>Category - Maintaining Business as Usual</u>				
M1	Ensure staff involved in the project team are dedicated to ensuring tasks allocated are delivered on time, within budget and is fit for purpose. Whilst ensuring there was sufficient staff to maintain existing service			NHDC HOS in consultation with the SMT agreed as part of the service planning process adequate staffing resources for the tasks as stated in S1 Skills Experience and Knowledge of Project Team and Board. To ensure the existing waste contract was adequately staffed there was a demarcation of priorities for the waste team with the Service Manager focused on developing the new contract and the Contract Officer on the existing contract. All other service areas had dedicated officers to undertake specific tasks

Reference No.	Details of Lesson	Name of Officer	Date Recorded	Actions Taken
Category - Training				
TR1	General Data Protection Regulations – new regulations regarding data protection has made compliance more onerous.			<p>Training has been provided by the Council's nominated data protection officer. The Council has also put in place online training resources and online guidance for staff.</p> <p>Contracts for lot 1 and lot 2 have been varied to ensure compliance and good practice under the regulations.</p>
TR2	Training required for staff evaluating – assumptions made that everyone had experience of evaluating tenders. This lead to lengthy discussions and debate at moderation			<p>Future Considerations: Carry out skills audit and training</p>
Category - Governance and Probity				
G1	Need highest level commitment from Stakeholders throughout the entire Project			<p>Project Board was set up at the initial stages of the Project with senior representatives from both Authorities including Councillors and Officers. Project Board being the decision making body and the Project team to carry out assigned tasks within tolerance of time and budgets. Risk an Issues logged monitored and agreed actions taken to mitigate against adverse outcomes.</p> <p>Both Councils reported to their respective committees for approvals as necessary</p>

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2018/2019 reporting against Projects identified in the Corporate Plan – as at 18/02/2019





For Q3 2018/2019 North Hertfordshire District Council is reporting against 10 Projects identified in the Corporate Plan 2018-23


Key for the Report


Status key	
	Project Halted / Project more than 12 months 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	Q3	Q2	Summary of Movement this Qtr
	1	1	
	2	2	
	5	7	
	2	0	Shared Waste Project/ Construction of road and pathway Wilbury Hills Cemetery
Total	10	10	



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

Description in Corporate Plan	Corporate Objective	Portfolio	Milestones – current year and beyond	Due Date	Overall Status	Comments
Status – RED - 1						
Complete the fit out and open the North Hertfordshire Museum and Community Facility Prince II Date of Last Project Board – 18 July 2017. Exception report since last Quarter – None.	Prosper & Protect	Leisure	Continue to negotiate on possible acquisition of 14/15 Brand Street. Report to Cabinet on proposed way forward. Complete fit out of Museum.	Original due date 30 September 2015 31/07/2018 September 2018 		The purchase of 14/15 Brand Street concluded on 30/01/2019. The Council can now move forward with completing the final fit out of the Museum, with the intention of being fully open this Summer. A joint press release between NHDC, Hitchin Town Hall Ltd and Hitchin Town Hall Finance Ltd was also sent out confirming the completion of the sale.
Status – AMBER - 2						
Development of a Crematorium in North Hertfordshire - subject to approval by Cabinet March 2017 NOT Prince II	Prosper & Protect	Waste, Recycling & Env	Obtain outline planning permission from Central Beds. Agree the Heads of Terms and Options Agreements with our nominated partner. Prospective tenant exercises the option and	July 2018 July 2018  31 Dec 2018		NHDC are in the process of responding to further enquiries raised by Central Beds Planning. We have requested a further one month extension to determine the planning application. Once Central Beds has responded to our enquiries we shall request confirmation from Central Beds Planning on where we stand with the planning application.

			<p>enters into an agreement for lease (the prospective tenant will be responsible for applying for detailed planning permission).</p> <p>The prospective tenant enters into a lease, in accordance with the Heads of Terms, following the grant of detailed planning permission</p> <p>Practical Completion of Crematorium</p>	<p>31 Mar 2019</p> <p>December 2020</p>		
<p>Investigating a range of options to improve use of Council assets</p> <p>NOT Prince II b/f from 1718</p>	Responsive & Efficient	Various	<p>Report to Cabinet Shareholder Sub-Committee on potential options</p> <p>Obtain Cabinet approval to establish a Property Company</p> <p>Set up Property Company</p>	<p>15 March 2018</p> <p>31 Mar 2018</p> <p>Mid 2018</p>		<p>Draft legal documentation has been prepared, including the articles of association and a shareholders agreement. These documents will provide governance for the Company and set out the relationship between the Company and the Council. Officers are also producing a business plan for the Company and once this is complete, the legal paperwork will be finalised. The Council has now agreed a name for the</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>Not Prince II</p>	<p>Attractive & Thriving</p>	<p>Housing & Env Health</p>	<ul style="list-style-type: none"> •Development of ECOstars scheme for business to reduce emissions from freight deliveries •Investigate options for extending and improving electric vehicle recharging facilities in the district •Anti-idling campaign to encourage drivers to switch off when stationary, including investigation of enforcement options •Review of on-street parking in air quality management areas •Participate in National Clean Air Day 	<p>To be confirmed</p> <p>On-going</p> <p>Spring/Summer 2019</p> <p>TBC subject to Parking strategy Action Plan</p> <p>Annual</p>		<p>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>Briefing meeting held with Executive and Shadow Executive Members leading to a one-off bid for funding to support the provision of a strategy in association with the Council's revised Parking Strategy. The funding was approved by Full Council on 07/02/19.</p> <p>Officers are negotiating with developers through the planning process to implement charging points within new homes</p> <p>Initial survey of Hitchin town centre completed Feb. 2019. Research & preparation of anti-idling leaflet underway.</p> <p>Will be co-ordinated with next general review of parking in Hitchin - date to be confirmed</p> <p>Completed for 2018 - retweeting</p>
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			<ul style="list-style-type: none"> •Contribute development of Air Alert texting scheme with HCC and other partners 	2019		HCC are supporting NHDC to promote the scheme implementation and target audience. This is a joint Herts/Beds initiative led by NHDC. A contract has been placed in conjunction with a number of other authorities to provide the proposed text service. Commencement date is February 2019. There will be publicity about this service coming out once the 'go live' date is confirmed.
<p>Churchgate</p> <p>Project will span more than one financial year</p> <p>Once actual project commences will be</p> <p>Prince II</p> <p>Date of Last Project Board</p> <p>n/a</p>	Attractive & Thriving	Commercial	<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>Further work to be undertaken to explore potential options prior to reporting back to Full Council at a future date</p>	Tbc		<p>Full Council 7 February 2019 noted that the SPG proposals would not be proceeding following the failure to secure LEP funding</p> <p>Consideration is being given to a potential Future High Streets Fund bid. This decision is to be taken by Full Council at a special meeting. Date to be confirmed.</p>

Bancroft recreation ground MUGA (£170,000) Subject to securing Sport England grant Not Prince II	Attractive & Thriving	Leisure & Environment	Procurement Exercise Completion of MUGA	Oct 2018 July 2019		£60k grant secured from Sport England. Planning permission for lighting columns obtained. Procurement of contractors to carry out work currently at evaluation stage. Project due to commence April 2019 and is on course to complete July 2019.
Renovation of Play area, District Park, Great Ashby (£75,000) Not Prince II	Attractive & Thriving	Leisure & Environment	Consultation on design Carry out procurement exercise Completion of Works	Sept 2018 Nov 2018 July 2019		A Public Consultation event was held on 8 September to inform design. Order raised and we are currently awaiting delivery of equipment, after which the works will commence.
Status – COMPLETE -2						
Renewing our waste and street cleansing contracts, continuing to provide an efficient and effective service Prince II	Attractive & Thriving	Waste, Recycling & Env	Tenders returned Inter Authority agreement signed Contract Award Contract	July 2017 July 2017 Sept 2017 May 2018		The new shared waste contract commenced on time in May 2018, but has continued to be reported due to the issues with performance. The project has now been signed off by the Project Board, so marked as complete. Officers are still working closely with the Contractor in order to ensure any

Date of Last Project Board – 08 August 2018 Exception report since last Quarter – None			Commencement			outstanding issues are resolved A further detailed update for Waste has been provided in Appendix B, showing data for missed bins. Appendix C identifies the lessons learned from the project, signed off by Project Board.
Delivering identified projects from the adopted Green Space Strategy (Report to Cabinet 24/01/2017) Construction of pathway and Roadway at Wilbury Hills Cemetery, Letchworth (£35,000) Not Prince II	Attractive & Thriving	Leisure & Environment	Procurement Exercise Completion of Works	Sept 2018 March 2019		 Completed 22/01/2019

**Overview & Scrutiny Committee
19 March 2019**

PUBLIC DOCUMENT

TITLE OF REPORT: KEY PROJECTS FOR 2019/20

REPORT OF: SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL : LINDA NEEDHAM

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

1. EXECUTIVE SUMMARY

To present to the Committee the key projects to be delivered to support the Corporate Plan 2019/24

2. RECOMMENDATIONS

2.1 For the Committee to note the key projects, subject to capacity, that will be the key focus for the Council 2019/20

3. REASONS FOR RECOMMENDATIONS

3.1 The Corporate Business Planning Timetable requires the key projects to be considered by this Committee. In addition, this Committee has a role in monitoring the delivery of these projects.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 There are no alternative options for this report.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1 Consultation has been undertaken by the relevant Lead Officer and Executive Member for these key projects. In addition, a number of the projects are included within the Capital Programme for 2019/20 that was considered by Full Council on 7 February 2019.

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 Committee reviewed the Corporate Business Planning Timetable in June 2014 and noted that it would remain for subsequent years. The final item on this timetable is for this Committee to “establish programme management arrangements and reporting times for the new plan”.

- 7.2 This report refers to the specific projects that support the delivery of the Council’s agreed Corporate Plan.

8. KEY PROJECTS 2019/20

- 8.1 The Corporate Plan 2019-24 identifies a number of key objectives for the District. Many of the projects listed, constitute “Business as Usual” and are achieved as part of normal service delivery. This includes work undertaken against a wide range of areas such as ongoing repair and maintenance to pavilions and footpaths, in accordance with allocated funding in the Capital programme for the Green Space Strategy. Other Business as Usual examples include the growth of the Careline service, which is monitored via Performance Management or Capital monitoring reports.

- 8.2 The key projects to be reported against for 2019/20 are included in Appendix A. Many of these projects are a continuation of those identified in the Corporate Plan 2018-23, generally larger capital schemes which span more than one financial year. There are some additional projects that have been identified and agreed through the Capital programme for 2019/20.

- 8.3 Appendix A includes the current plans and where available, key milestones for reporting progress. Where the projects span more than one year, the milestones will reflect only the actions which are to be achieved in the 2019/20 year. These will be subject to further review depending on the Council's capacity. In addition to these indicative reporting details, and where no specific mention is made, updates will be provided to Executive Members and may be provided, where relevant, through the Members Information Service. A summary update on all the projects will be included in the quarterly report to this Committee. Progress against some will be monitored through the Capital monitoring reports to the Finance, Audit & Risk Committee and to Cabinet.
- 8.4 Detailed milestones to deliver the projects will be included in Service Plans and agreed with individuals through the Regular Performance Review process. Key milestones will be recorded on Pentana Performance and progress against the delivery of these is monitored through the Senior Management Team.

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 direct financial implications from this report. A number of these projects are included within the Council's agreed Capital and Revenue programme for 2019/20.
- 10.2 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 Corporate Risks for the Council and these are monitored quarterly by the Finance, Audit & Risk Committee. These include:
- Local Plan
 - Hitchin Town Hall
 - Asset Management

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 considering the key projects for 2019/20 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 Where the key projects referred to in this report relate to the award of a public service contract, "Social Value" will be captured and reported in accordance with the Public Services (Social Value) Act 2012..

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 – Key Projects to be monitored for 19/20

16. CONTACT OFFICERS

- 16.1 Rachel Cooper, Controls, Risk & Performance Manager, Tel 474606, email Rachel.cooper@north-herts.gov.uk
- 16.2 Ian Couper, Service Director - Resources Tel 474243; email ian.couper@north-herts.gov.uk
- 16.3 Howard Crompton , Service Director - Customers, Tel 474247, email Howard.crompton@north-herts.gov.uk
- 16.4 Ian Fullstone, Service Director – Regulatory Tel, 474480, email ian.fullstone@north-herts.gov.uk
- 16.5 Kerry Shorrocks, Corporate Human Resources Manager, Tel, 474224, email kerry.shorrocks@north-herts.gov.uk
- 16.6 Vaughan Watson, Service Director – Place Tel 474641 email Vaughan.watson@north-herts.gov.uk
- 16.7 Jeanette Thompson, Service Director – Legal and Community. Contact Tel 474370 jeanette.thompson@north-herts.gov.uk

17. BACKGROUND PAPERS

- 17.1 None.

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Projects supporting the Corporate Plan 2019/24 – 10 projects

Description in Corporate Plan	Corporate Objective	Directorate	Milestones for Completion in 1819 Year	Due Date
Leisure Portfolio				
Delivering identified projects from the adopted Green Space Strategy Renovation of Play Area King George V , Hitchin (£75,000)	Attractive & Thriving	Place	Completion of Play Area	31/03/2020
Bancroft recreation ground MUGA (£170,000)	Attractive & Thriving	Place	Completion of MUGA	July 2019
Walsworth Common Pitch Improvements Hitchin (£100,300)	Attractive & Thriving	Place	Complete pitch improvements	Sept 2020
Renovation of Play area, District Park, Great Ashby (£75,000)	Attractive & Thriving	Place	Completion of Works	May 2019
Complete the fit out and open the North Hertfordshire Museum and Community Facility (b/f from previous year)	Prosper & Protect	Commercial	Complete fit out of Museum.	July 2019
Waste, Recycling & Environment Portfolio				
Development of a Crematorium in North Hertfordshire (b/f from previous year)	Prosper & Protect	Place	Obtain outline planning permission from Central Beds Execute Options agreement with Partner to enable them to apply for detailed planning permission. (dependant on obtaining outline planning permission.)	March 2019 Aug 2019

Planning & Enterprise Portfolio				
Submission of a Local Plan for North Herts (Project spans more than 1 year)	Prosper & Protect	Regulatory	Currently the Inspector's focus is on the Main Modifications consultation and the consultation on the additional work submitted to the Examination. The responses will be collated and forwarded to the Inspector for his consideration. The subsequent timetable is then set by the Inspector.	Early 2019
Housing and Environmental Health Portfolio				
Designating air quality management areas in Hitchin to address the improvement of the air quality – Stevenage Road and Paynes Park (5 year plan)	Attractive & Thriving	Regulatory	<ul style="list-style-type: none"> •Work with businesses to reduce emissions from freight deliveries and buses/coaches •Investigate options for extending and improving electric vehicle (EV) recharging facilities in the district. Focus will be on the viability/options of on-street charging and consideration of the introduction of EV into the NHDC fleet. •Anti-idling campaign to encourage drivers to switch off when stationary, including investigation of enforcement options •Review of on-street parking in air quality management areas •Participate in National Clean Air Day - focus on Air alert Scheme and Anti-Idling •Publicise the Air Alert texting scheme with HCC and other 	<p>End March 2020</p> <p>Autumn 2019</p> <p>Summer 2019</p> <p>To be confirmed</p> <p>Spring/ Summer 2019</p> <p>2019/20</p>

			partners	
Finance & IT Portfolio				
Churchgate	Attractive & Thriving	Commercial	Obtain decision at Full Council on whether to consider Future High Streets Funding bid.	tbc
Investigating a range of options to improve use of Council assets (Project will span more than 1 year.)	Responsive & Efficient	Commercial	Complete Set up of Property Company Provide Housing at Market Rents – Harkness Court	April 2019 December 2019

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**OVERVIEW AND SCRUTINY COMMITTEE
19 MARCH 2019**

PUBLIC DOCUMENT

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

REPORT OF THE ACTING SCRUTINY OFFICER

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

RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE: AS AT 06 MARCH 2019

SECTION 1: COMMITTEE RESOLUTIONS

Ref	Resolution	Response/Outcome	Status as at 06.03.19
Min 111 Mar 17	<p>Resolutions Report: Task & Finish Groups 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>	Training session delivered by CfPS on 26.02.19	Training delivery complete
Min 31 July 17	<p>Resolutions Report for July 2017 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>	A workshop with Overview and Scrutiny and Cabinet is being arranged for 26 February 2019.	Complete March 19
Min 32 July 17	<p>Work Programme 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>	See above – Minute 111	Training delivery complete
Jul 18 Min 24 (2)	<p>Comments, Compliments and Complaints (3Cs) That the Customer Services Manager be requested to review the NHDC website pages regarding complaints and update it as necessary.</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.	In progress – awaiting update
Jul 18 Min 28 (3)	<p>Work Programme 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>	The timing and process for agreeing the Waste Contract Scope to be agreed by the Committee, following publication of the SIAS review (see Sept 18, Min 37).	Pending following the SIAS review in January 19
Jul 18 Min 28	<p>Work Programme That, in place of the proposed Task and Finish Group on</p>	The Communications Manager emailed the	In progress –

Ref	Resolution	Response/Outcome	Status as at 06.03.19
	<p>bins and calls made regarding this and communicate the details publicly;</p> <p>(4) That the Service Manager Waste be requested to develop a communication strategy that includes Members that ensures they are kept updated on a regular basis and enables them to bring issues to the attention of Urbaser and/or the waste team;</p>	<p>Manager's Performance monitoring reports</p> <p>(4) Resolution sent to the Service Manager Waste for comment; awaiting reply.</p>	<p>In progress</p>
<p>Jan 19 Min</p>	<p>The Committee requested a copy of the information presented by the Herts Constabulary officers and to be circulated to O&S Members.</p>	<p>In progress</p>	<p>In progress</p>
<p>Jan 19 Min</p> <p>Page 86</p>	<p>(3) That the Scrutiny Officer add the RIPA policy to the work programme.</p> <p>(4) That the Legal Regulatory Team Manager check whether an annual report would meet the requirements of the IPCO audit.</p>	<p>RIPA remains on the work programme</p> <p>In progress</p>	<p>Complete March 19</p>
<p>Jan 19 Min</p>	<p>(3) That Members inset a new section of the forthcoming revision to the Council's Statement of Community Involvement (SCI) which advised developers of major development sites to consider the issue of construction management and to engage with the wide community at the earliest possible stage in their development plans and preparations.</p>	<p>In progress</p>	
<p>Jan 19 Min</p>	<p>(1) That the Committee recommend the North Hertfordshire District Council Commercial Strategy 2019-23 to Cabinet for adoption subject to the inclusion of amended requirements on wider input into Commercial activities.</p>	<p>Cabinet's response agreed at their meeting on : That Cabinet adopts the proposed North Hertfordshire District Council Commercial Strategy 2019-23, subject to the inclusion of the following paragraph to section 4 page 17 of the Commercial Strategy:</p> <p><i>'As set out in paragraph 2.2 of Section 3 above, all new initiatives will be fully explored and robustly challenged and if the outline business case demonstrates the initiative is worth</i></p>	<p>Complete March 19</p>

Ref	Resolution	Response/Outcome	Status as at 06.03.19
		<p><i>pursuing a detailed business case will be produced. The business case will be presented to the relevant committee to seek approval (Cabinet or the Shareholder Sub-Cabinet) and will have clear timeframes and outputs. If the proposal is approved, these outputs will be measured against and reported to Members, either through the quarterly financial updates or through regular monitoring against the business plan as set out in the Council's Constitution.'</i></p> <p>ii. That the Executive Member for Finance and IT work with the Chairman of Overview and Scrutiny to ensure the areas of concern regarding governance are addressed.</p> <p>iii. That a meeting be arranged between the Service Director – Commercial, the Chairman of Overview and Scrutiny, Executive Member for Finance and IT and Legal Services to discuss the concerns of the Overview and Scrutiny Committee.</p> <p>iv. That the Leader of Council ensure that there is a clear reference within the Corporate Plan to commercialisation.</p>	<p>In progress</p> <p>Meeting held 26.02.19</p> <p>In progress</p>

SECTION 2: RECOMMENDATIONS OF TASK AND FINISH GROUPS

Ref	Resolution	Response/Outcome	Status as at 06.03.19
Min 50 Sept 15 Page 88	<p>Task and Finish Group on the Commercialisation of Council Services</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"> 1. The Council should appoint a senior commercial manager to lead and coordinate its commercial activities; and to identify and develop new commercial opportunities. 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. 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. 4. The Council should explore the possibilities of property investment as a means of generating revenue. 5. The Council should use the expertise of its strategic partners to help manage its property portfolio. 6. The Council should review its assets register to understand whether any of them could be used for property development or other commercial purposes. 7. Commercial activities should bear the true cost - but no more than that – of any support they receive from the Council. 8. The Council should review its training programmes for senior and other key staff to include more commercial training, networking and mentoring activities. 9. The Council should have a scheme that recognises officers who make useful commercialisation proposals or make significant contributions to their success. 	<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>Complete - 12 June 2018</p> <p>Presentation of strategy from Commercial Director at Jan 19 Committee</p>

**OVERVIEW AND SCRUTINY COMMITTEE
19 MARCH 2019**

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 19 March 2019.

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 Attendance from external bodies is encouraged, with Hertfordshire Constabulary attending the January 2019 Committee to assist Members in considering the local and crime disorder matters that may adversely affect its residents.

5.3 Work has also been undertaken with the Centre for Public Scrutiny in running two training sessions; the first held in December 2018 covering the essentials of Scrutiny and a second session held in February 2019.

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 11 February 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.

Waste Contract

- 8.4 Following the single item meeting on Waste at the September Committee, the review into the Waste contract will be undertaken following the completion of the SIAS review of the service. The SIAS review is expected to take place in January 2019. Following this, the scope for the review will be agreed by the scoping group in consultation with the Chairman of the Overview and Scrutiny Committee and as per the new resolutions contained in the Resolutions Report.

Consultation Strategy and Citizens Panel

The Task and Finish into this topic was 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. The group were contacted by the Communications Manager to attend a meeting in November; 5 date options were provided however not all Members provided a response. Confirmation is therefore sought on whether the Committee still wish involvement with this topic.

Hitchin Town Hall Review / District Wide Museum Project

- 8.6 Further to the report submitted to January's Overview and Scrutiny Committee, the Group Leaders have nominated their Councillors to the Panel; these are Cllr Oliver; Cllr Collins; Cllr Moody and Cllr Shanley. Discussions have taken place with potential candidates for the Independent Chair role. Following these discussions it is proposed for John Richardson to undertake the Independent Chair role.

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 £24.68 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 11 February 2019

16. CONTACT OFFICERS

- 16.1 Acting Scrutiny Officer: (Kirstie Wilson) ScrutinyOfficer@north-herts.gov.uk
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Sarah Kingsley, Communications Manager, 01462 474243
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Human Resources: HRhelp@north-herts.gov.uk

17. BACKGROUND PAPERS

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

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PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2018-19

<p>19 Mar 2019</p>	<p>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>To be Scheduled</p> <p><u>Review of Annual MOU Grants</u> Members might wish to a review of one of the following aspects:</p> <ul style="list-style-type: none"> * The effectiveness of the new MOU arrangements * Review the effectiveness of the Capital Grants Panel * The effectiveness of the area committee grant process <p><u>Effectiveness of the Community Halls Strategy</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>

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 11 February 2019

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
COUNCIL TAX RESOLUTION 2019/20		Council Tax Setting Committee	28 Feb 2019		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
TO SET THE FIXED PENALTY NOTICE FOR HOUSEHOLD WASTE DUTY OF CARE OFFENCES		Executive Decision by an Officer with Delegated Authority	18 Mar 2019		Rebecca Coates, Community Safety Manager rebecca.coates@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
LICENSING FEES 2019/2020		Executive Decision by an Officer with Delegated Authority	18 Mar 2019		Steve Cobb, Licensing Manager steven.cobb@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
INTRODUCTION OF CHARGES FOR EVENTS		Cabinet	26 Mar 2019		Andrew Mills, Service Manager - Grounds Maintenance andrew.mills@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
SCRAP METAL LICENSING POLICY		Cabinet	26 Mar 2019		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
ADOPTION OF A NEW HOUSING STRATEGY		Cabinet	26 Mar 2019		Martin Lawrence, Strategic Housing Manager martin.lawrence@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
DRAFT DEVELOPER CONTRIBUTIONS SUPPLEMENTARY PLANNING DOCUMENT		Cabinet	26 Mar 2019		Nigel Smith, Strategic Planning Manager nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER REVENUE MONITORING 2018/19		Cabinet	26 Mar 2019		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER CAPITAL MONITORING 2018/19		Cabinet	26 Mar 2019		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER TREASURY MANAGEMENT MONITORING 2018/19		Cabinet	26 Mar 2019		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
PERFORMANCE MANAGEMENT MEASURES FOR 2019/20		Cabinet	26 Mar 2019		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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