

Update February 2021

		Recommendation	Action	Led by	Timescale	Updates
1	Key 1	Broaden the council's focus to an ambitious place shaping agenda	<p>Agreed. This will be considered as part of the review of the Council Plan. The agenda needs to include political support for key projects and proposals (e.g. Local Plan post adoption, significant planning applications), recognising and promoting the benefits of development and the necessity for us to support this under current Govt policy.</p> <p>This work also needs to clearly identify the role(s) the Council wishes to take during and after the delivery of growth through a consistently applied narrative (see Key 3 below), ensuring there is a clear joint, Member and Officer, view and direction of travel.</p>	Executive Members Leadership Team	Post-Local Plan adoption, post-pandemic	<p>Initial work includes an enhancement of the master planning approach in the emerging Local Plan.</p> <p>Once the Local Plan is adopted, it will allow our focus to shift to place shaping, including the work with partners as part of the Hertfordshire Growth Board and North East Central Herts corridor.</p> <p>The role of this agenda in the post-pandemic recovery will also be considered.</p>
2	Key 2	Align all your resources, policies, capacity to achieve your priorities	Agreed. This will be considered as part of the budget review and review of Council Plan	Executive Members Leadership Team	2021	The continuing uncertainty over local government funding makes the timing of this work difficult. Some bigger savings have a long lead-in time.

						<p>Consideration will be given as to how to set the organisation up to deliver on priorities, also in alignment with the transformation programme.</p> <p>The review of the Council Plan and Medium Term Financial Strategy in 2021/22 will seek better alignment between priorities and affordability. We are currently investigating using the LGA to facilitate a session on alignment of these key documents.</p> <p>The Procurement Strategy review agreed by Cabinet on 26/01/21 is part of this work.</p>
3	Key 3	Develop a narrative for place	<p>Agreed, it is proposed to develop a place narrative around sustainability as a key issue of importance to the whole district, given the Council declared a Climate Emergency in May 2019. The place narrative will also need to link to the wider Hertfordshire Growth Board work and the place narrative being developed for the whole county.</p>	Executive Members Leadership Team	Post Local Plan adoption	<p>This is linked to Key 1 above. Master planning policy sought to be strengthened through the Local Plan Examination process.</p> <p>Initial discussions have taken place on a potential narrative around sustainability, but this needs to be fully developed in conjunction with officers, councillors, residents and key stakeholders. Other relevant policies will then be aligned to that narrative.</p>

4	Key 4	Use reserves to fund internal and external transformation capacity	Agreed, to set a “target level” of reserves that provides greater flexibility to fund transformation that aligns to Council priorities. Subject to understanding the impact of the COVID-19 pandemic on our financial reserves and future reserve baseline	Executive Member Finance and IT SD Resources	Partially underway and remainder on hold	<p>From October 2020, reserves are being used to fund the transformation programme (18 month funding).</p> <p>Reserves need to be retained until the impact of COVID-19 is fully known, particularly in relation to leisure. The full impact is unlikely to be known until 2022/23.</p>
5	Key 5	Take a corporate approach to transformation – top down and programme managed	It is proposed to create a new Director of Transformation post (part-time, fixed term, funded from reserves) and identify appropriate staffing resource to support the director. This transformation team will take the lead on our transformation programme, ensuring a corporate approach	Leader Deputy Leader Managing Director	Service Director Transformation in post 19 October 2020	The scope for the transformation programme was agreed prior to recruitment of the service director. A transformation team has been established and the programme is underway.
6	Key 6	Use external partnerships to benefit North Hertfordshire	Agreed. The Council recognises that the impacts of austerity and the cuts to its budget mean that we need to be an outward looking and ambitious authority, working with partners to deliver our aspirations	Executive Members Leadership Team	Post-pandemic	A positive outcome of our pandemic response has been establishing closer working arrangements with partners in order to support the community. Examples of this include the provision of food, or additional funding, as well as working across numerous sub-groups of the Local Resilience

						Forum / Strategic Coordinating Group. The focus so far has been on the pandemic response, but that gives a platform for working closely on other matters going forward.
7	Key 7	Best practice needs to look beyond the Hertfordshire area	Agreed. The Council already looks to authorities throughout the country and beyond for inspiration, but this could and should be reinforced and better communicated to ensure we do more and learn from the best examples	Executive Members Leadership Team	Ongoing	<p>Identifying areas of best practice is ongoing.</p> <p>The Council links into a number of regional bodies, at different levels across the organisation e.g. EELGA, CCIN.</p> <p>The Commercial Team have built relationships with equivalent colleagues across the country, as well as the private sector, in order to test and share ideas for commercial activity.</p>
8	Key 8	Be brave	Agreed. Officers and Members should be prepared to question each other if we are failing to be brave in our aspirations, policy setting and decision making, however this needs to be a constructive challenge whilst ensuring that we remain risk aware. We believe the	Executive Members Leadership Team	Ongoing	<p>This needs to be embedded within culture of the organisation.</p> <p>The impact of the pandemic on local authority finances has shown the importance of being risk aware, being brave, but not being foolhardy.</p>

			<p>actions set out above show our willingness to be brave.</p> <p>Consideration will be given to external speaker(s) to inspire innovation/ change of attitude.</p>			
9	Place and Priority setting	Shift service delivery focus towards a more people and place-based approach.	Agreed, this will form a key part of the transformation programme	Executive Members Leadership Team	October 2020 onwards	<p>The pandemic has required a more people and place-based approach, proactively seeking out members of the community who need support, or who are eligible for support.</p> <p>This is linked to recommendation 34 below.</p>
10	Place and Priority setting	Realign Town Talk meetings to inform strategic direction, policy shaping and decision making and to proactively take council and place-based issues out to local communities.	We recognise the potential benefits of using Town Talks in this way and will consider how best to utilise them and how they interact with the new Community Engagement Panel	Executive Member Community Engagement SD Legal and Community	Ongoing	<p>Some Town Talks have been used for specific discussions e.g. Hitchin and support of the arts on 19 October 2020.</p> <p>Virtual town talks have increased engagement with the community.</p> <p>The recommendation is mainly being delivered through the three Cabinet Panels, although Area Committees are free to take this forward, with the support of Community Engagement.</p>

11	Place and Priority setting	Use a strategic needs analysis to inform the council plan and policy shaping.	Agreed.	Executive Members Leadership Team	Commence Autumn 2021	<p>We need the transformation programme workstream on 'becoming data enabled' to take place, to facilitate better use and analysis of data and provide a platform to meet this objective.</p> <p>We will also use information obtained through the upcoming National Census, when available.</p> <p>The availability of the above data will inform when we are able to start using it to inform the Council Plan and policy shaping.</p>
12	Place and Priority setting	NHDC would benefit from visiting other councils' that have achieved or are some way working towards the objectives and outcomes NHDC is seeking to deliver, such as place shaping, large scale housing development and commercial development.	<p>Agreed. The Council will seek out Councils who have faced and overcome similar challenges, including with areas where large scale housing development by developers has followed adoption of Local Plan. It is also worth noting that part of 'being brave' might mean doing things differently to other Councils.</p> <p>South Cambridgeshire and East Hertfordshire are two</p>	Executive Members Leadership Team	Ongoing	This will be revisited post-pandemic, as the capacity to undertake this work for both ourselves and other authorities is currently limited due to the focus on pandemic response.

			<p>immediate neighbours with large-scale, strategic growth projects, recently adopted Plans and existing structures and mechanisms for dealing with delivery.</p> <p>The Council will also consider how best to enable Corporate level 'sounding boards' (or equivalent) for key schemes as it is crucial that there is clear and consistent messaging of the Council's asks and approaches, as well as a common understanding of where compromise on the strict application of all policy requirements (e.g. affordable housing vs open space vs social infrastructure) is required to ensure successful delivery and the best overall outcome.</p>			
13	Place and Priority setting	Place-shaping could be accelerated and supported by maximising the opportunity of working in closer partnership with the Hertfordshire Local Enterprise Partnership (LEP).	<p>Establish regular meetings with LEP.</p> <p>Partnership working should also extend to other key local partners such as Hertfordshire County Council, LGCHF, settle, First Garden Cities Homes, neighbouring</p>	<p>Leader Deputy Leader Managing Director</p> <p>Relevant Executive Members and Service Directors</p>	Ongoing	<p>We are feeding into an accelerated housing programme as part of the Hertfordshire Growth Board work.</p> <p>Engagement has begun with Hertfordshire LEP on potential future opportunities for the</p>

			<p>authorities. England's Economic Heartland and national partners such as Homes England etc</p> <p>Clarity of a common narrative and agenda will enable discussions and engagement to be undertaken with confidence.</p>			district through the NEC strategic planning work.
14	Leadership of Place	A clear narrative for place is needed to support partners and staff in understanding how they can better contribute towards outcomes and assess strategically how resources can be deployed for maximum impact.	Agreed. The focus will be on an issue that unites the whole district, for example sustainability, emphasising co-operation between settlements rather than competition. The narrative needs to be carefully prepared in order to enable the Council to provide a focus for the District and not inhibit our ambitions.	Executive Members Leadership Team	Post Local Plan, Post-pandemic	Linked to Key 3 above, which needs to be determined first. Once that narrative is determined, it will inform our response to this recommendation.
15	Leadership of Place	Councillors should be leading the way as brand ambassadors, 'selling' the district and promoting what is good about North Hertfordshire	Agreed.	All Councillors Communications Manager	Delayed due to pandemic	<p>To be considered as part of the coronavirus recovery communications plan. Communications manager will explore ways of utilising councillors in a programme of positive PR opportunities.</p> <p>This recommendation is also linked to the development of place narrative and the</p>

						promotion of that once adopted.
16	Leadership of Place	Feedback regarding consultation from Citizens Panel representatives regarding consultation specifically and the future of the district generally	<p>The consultation strategy is due to be reviewed in 2020 and the comments will be considered during that review</p> <p>The points regarding the future of the district to be explored further as we develop the clear place narrative</p>	Leader Communications Manager	Consultation strategy review delayed to 2021 due to impact of pandemic on workloads	<p>This has been delayed due to work priorities of the communications team during the pandemic.</p> <p>Initial scoping meeting to be held with Leader and Executive Member Community Engagement in Spring 2021.</p> <p>Draft strategy will be consulted on with the Citizens Panel and previous comments will be taken into account.</p>
17	Leadership of Place	More can be done to actively inform citizens of the work NHDC has delivered and how their council tax is being invested.	Agreed. We will look to see what others do that we do not already provide	Leader Deputy Leader Communications Manager	Ongoing	<p>As part of the review of the Financial Management Code, it has been agreed to publish an Outlook article on how the Council delivers Value for Money. To be published in July 2021 edition.</p> <p>Ongoing programme of public information is to be developed.</p>
18	Leadership of Place	Ensure the differences in places, main settlements and villages are recognised in policy making	Agreed, provided those differences are used to build a stronger whole rather than being used to divide and create competition within the district.	Executive Members Leadership Team	Ongoing	<p>This approach is embedded within the emerging Local Plan policies.</p> <p>Better understanding of our district through data analytics and census results will inform our approach.</p>

19	Organisational Leadership and Governance	There needs to be clarity about the roles and responsibility of officers and members.	Agreed and has already been subject to a development session between the administration and the leadership team. Further consideration will be given to how to clarify the roles and responsibilities	Executive Members Leadership Team	Ongoing	<p>We are creating Councillor videos for virtual induction sessions. This will move back to Councillors attending staff inductions when we can be face-to-face again. The induction will also cover an introduction to Local Government and the role of Executive Members.</p> <p>We will continue to run and promote in-house Political Sensitivity training for relevant staff. We have also previously used LGIU training for Senior Managers, so will look again at that and similar options. This will be explored further through the shaping our future programme.</p> <p>Following elections, Members are supplied with the following link to the LGA website regarding the role of a Councillor and are encouraged to look at the Councillor workbooks on that page https://www.local.gov.uk/our-support/guidance-and-resources/councillors-guide-201718/councillors-role</p>
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20	Organisational Leadership and Governance	There is an opportunity to involve staff more in the development of the new organisational development and people strategy.	Agreed, it was always the intention that the Shaping Our Future programme would include widespread consultation at all stages and this was agreed by Political Liaison Board prior to the Corporate Peer Challenge	Service Director Resources	From September 2020	<p>Initial staff workshops were held in October 2020, which saw really good levels of staff engagement.</p> <p>A structure has been established for Shaping our Future that seeks to enable and</p>

						encourage ongoing involvement.
21	Organisational Leadership and Governance	Peers identified an opportunity to use the RPR process to gather information on career development (as done by other councils) and see career aspirations and personal development as an ongoing conversation as people's circumstances, positions and aspirations frequently change.	This is already a component of the RPR process, therefore no action required beyond reminding managers of approach to RPRs	Learning and Development Manager	Ongoing support provided to Managers to help them use the RPR process as described	Manager/ employee conversations are likely to be more short-term focused currently, but the format will enable longer term discussions too.
22	Organisational Leadership and Governance	All learning and development should be aligned to the emerging organisational development plan and council plan delivery.	Agreed, to the extent that it does not prevent the individual development requirements of staff and members. This will be explored as part of the Shaping Our Future programme	Service Director Resources	From September 2020	Shaping our Future is providing an ongoing link between learning and development and overall strategy.
23	Organisational Leadership and Governance	It is recommended that the emerging organisational development strategy identifies the future skills and behaviour	Agreed, this was always the intention	Service Director Resources Member Training Champions	From September 2020	This will be linked to the various themes that are emerging through Shaping Our Future.

		requirements and identifies how those skills and capabilities will be developed across the workforce, either in job design, specific learning interventions or other approaches to ensure skills acquisition keeps up with pace and change of organisational priorities.				
24	Organisational Leadership and Governance	As an integral component of future organisational performance, it is recommended that there is an increased focus on management and political oversight of learning & development (for both officers and members) with regular reporting and assessment of impact and readiness e.g. being ready to cope with future increased planning applications post-Local Plan.	Agreed, the mechanism for oversight will be considered as part of setting up the Shaping Our Future programme and the monitoring of its impacts	Executive Members Leadership Team Learning and Development Manager	From September 2020	<p>Shaping our Future is providing an ongoing link between learning and development and strategy.</p> <p>Member training champions provide an oversight of councillor learning and development.</p>
25	Organisational Leadership	The peer team recommends that there	Agreed, this was planned to be part of the development	Leader Deputy Leader	Ongoing	This is being taken forward through regular staff briefings

	and Governance	is a focused period of time where all staff have the opportunity to understand the direction of the council and the council plan and ensure there is an increased outward-focus for the organisation to help staff to make the shift to understanding the place-shaping agenda and NHDC's role in facilitating curation of place.	of the Shaping Our Future programme	Managing Director		and monthly half day sessions for learning and development, which give staff space to understand the strategic aspirations and direction of the Council. Further work on this will be undertaken post-pandemic as we develop the recovery plan and place narrative.
26	Organisational Leadership and Governance	Staff reflected that they would like to see more of the Chief Executive and leading more of the internal communication forums.	We have made improvements to the visibility of the leadership team and will continue to look for ways to further improve, in particular as the new Managing Director post develops	Managing Director Communications Manager	Ongoing	Prior to lockdown, Service Directors (SDs) were all featured in Insight and took slots at staff briefings. Since working from home, we have introduced zoom staff briefings, also streamed on YouTube and video content for the Managing Director's foreword in the staff magazine 'Insight'. Regular global emails from MD and SDs have been sent to offer reassurance to staff and MD has adopted a more informal and engaging tone to communicating with staff.

						<p>A communications plan for when staff return to DCO will include our approach to ensure the visibility of leadership team.</p> <p>The impact of this work will be monitored through regular staff surveys.</p>
27	Organisational Leadership and Governance	<p>The peer team were surprised that only low / negative PI's were debated at O&S and those reports were shared publicly. Publishing positive performance alongside amber and red performance would provide the public with a rounded summary of performance, allowing NHDC to outwardly celebrate what is being delivered to agreed performance levels.</p>	Agreed. Reports will reflect this going forwards	Chair and Vice Chair Overview and Scrutiny Committee Controls, Risk and Performance Manager	Completed March 2020	
28	Organisational Leadership and Governance	<p>Peers understand that the full performance report is sent to councillors one month before O&S to provide the opportunity for requesting the appropriate lead</p>	Agreed. Chair of Overview and Scrutiny to remind committee members of this opportunity	Members of Overview and Scrutiny Committee Controls, Risk and Performance Manager	Completed and now incorporated in to regular performance indicator e-mail, from March 2020	

		executive member and officer to attend O&S to be accountable for questioning. This opportunity has never been requested and should be used in order to strengthen the debate and challenge at O&S.				
29	Financial Planning and Viability	<p>There is a strong need to ensure there is an agreed risk framework shared between officers and members in order to maximise performance and outcomes and ensure the commercial team begins to deliver benefits.</p> <p>The peer team recommends that NHDC defines its approach to risk within the context of the council being more outward facing and ambitious for place, as well as being aligned to the council plan.</p>	<p>The Council updated its Risk Management Framework in March 2020</p> <p>Agreed that there needs to be a strategic approach to the Council's risk appetite, also noting the Peer team's recommendation to 'be brave'. A strategic discussion around risk will be facilitated at the Political Liaison Board, as this is felt to be more of an issue of attitude rather than policy. A review of some existing practices may be needed to achieve this, as it is arguable these have not facilitated the required culture to date.</p>	<p>Leader Deputy Leader SD Resources</p>	<p>Framework Complete</p> <p>Ongoing</p>	<p>PLB session on risk took place and provided an interesting discussion.</p> <p>Focus on the pandemic has affected the opportunities to explore this further in the short term.</p>

30	Financial Planning and Viability	Peers questioned if commercial plan business cases were taking into account non-cash benefits such as increased social value / outcomes, affordable homes, zero carbon homes and not just solely on financial returns.	Business plans do take into account non-cash benefits, although the financial situation of the Council means financial returns have to be prioritised. We will review our approach to ensure we are happy with the balance being taken.	Executive Member Enterprise and Co-Operative Development SD Commercial		Social value has been added into the evaluation process for business cases. This was completed in November 2020.
31	Financial Planning and Viability	The council should invest some reserve budget into funding the transition to the new council plan and making early investment in capacity to deliver place shaping and transformation, inside and outside the council.	Agreed, to set a “target level” of reserves that provides greater flexibility to fund transformation that aligns to Council priorities. Subject to understanding the impact of the COVID-19 pandemic on our financial reserves and future reserve baseline	Executive Member Finance and IT SD Resources	Initial investment in transformation programme. Review post-pandemic	See linked recommendations above. This may not now be affordable, due to impact of the pandemic on finances.
32	Financial Planning and Viability	Peers questioned whether a statutory / discretionary service and base-budget review is the priority for delivering transformation. The team recommend that starting with the customer and aligning the council plan objectives with the	The Council will consider its approach to the reviewing the budget, which has been complicated by the COVID-19 pandemic and delays to the Comprehensive Spending Review and the delay to work on a medium-term funding settlement until 2021/22 (for years from 2022/23 onwards)	Executive Member Finance and IT SD Resources	Budget Challenge Process commenced. To continue in to 2021/22 and incorporate public consultation	During Autumn 2020 we conducted a challenge board process with each directorate to review budgets. This process is ongoing and has included strategic discussions about the future operation of the Council. See also Key 2 above for further information.

		MTFS is a more appropriate point to initiate the design of and impact on services.				
33	Capacity to Deliver	Although the introduction of new technologies was viewed as positive, the peer team recommend that the council ensure this approach fits within the strategic context and is sustainable after the IT graduate resources have left their placement.	Agreed. This will be a consideration for the transformation team to ensure work undertaken is sustainable	Executive Member Finance and IT SD Customers	Transformation programme from October 2020	Transformation team is in place and work is underway. Required outcomes of the programme include making it part of business as usual after the programme ends.
34	Capacity to Deliver	NHDC would benefit from an agreed target operating model (TOM) which would support an overall approach to how operational services are delivered. A TOM would support closing the gap between customer experience, ensuring that services have a common look and feel, supporting customers to navigate around services with more independence and	The Council has been progressing work in this area for some time, particularly in relation to digital interaction with the Council. For example, customer and member portals have been procured and will be implemented during 2020. This recommendation will be considered when setting the objectives for the transformation programme	Leader Deputy Leader Managing Director	From October 2020 onwards	<p>TOM to be considered as part of post-pandemic recovery plan. It is important that we ensure that this adds to the customer experience and provides something useful.</p> <p>A new Council website will be launched later in 2021 as the current website will shortly become unsupported. This gives an opportunity to develop our response to this recommendation, linking the look and feel of the new website to how we present ourselves as an organisation,</p>

		decreasing more costly and avoidable demand.				<p>including refreshed brand style and corporate identity guidelines.</p> <p>The Customer portal has been launched with initial features, and further functionality is to be added.</p> <p>Discussions are underway as to how we can ensure we provide customers with a more consistent experience across different departments.</p>
35	Capacity to Deliver	Project and programme management resourcing and planning could be improved as peers identified that resources and timescales were often underestimated, resulting in projects being delayed and staff having to manage the pressure of delivering day-to-day operational requirements whilst taking projects forward.	It is worth noting that whilst there may have been delays on some of the Councils most complex and high-profile projects, many progress without issue. The resourcing of projects is considered on a project by project basis and with the change to a single Managing Director post we recognise that this has resource implications for delivering projects. The Council has a pool of trained project managers with different skills and experience and we will look at that pool to see if there is a suitable project manager, whether	Executive Members Leadership Team	Ongoing	<p>Service Director Transformation post has been created, with support of a small team to project manage and deliver the transformation programme. This provides an example of how we are likely to need to approach projects in the future.</p> <p>The Commercial Team has recently (January 2021) set up Business Partners to work with specific departments. The aim of the Business Partners is to work closely with departments and assist with projects that have a commercial approach. It is hoped this will allow projects to be implemented where</p>

			they are within the commissioning department or not. This will also give the opportunity for staff to broaden their experience of different areas of the Council. This recommendation and the recommendations of the independent review of the District Wide Museum project will be considered as projects are established			previously there was not the resource to undertaken them.
36	Capacity to Deliver	The peer team recommend that the organisational development plan addresses the future skills needs and supports staff, managers and leaders in building the required place-shaping capacity at a strategic level.	Agreed, this was always the intention for the Shaping Our Future programme	Service Director Resources Member training champions	From September 2020	Ongoing as part of Shaping Our Future programme
37	Capacity to Deliver	The peer team suggest that there could be a pooling of roles with generic, flexible skills that could move around the organisation where the work dictates. This pool could operate as a corporate transformation	A transformation team will be established to support a new Director of Transformation, initially to deliver the transformation programme on a time limited basis funded from reserves. Once the initial programme is concluded further consideration will be given to	Managing Director	Transformation team from October 2020	Our pandemic response has shown flexibility within teams, shifting priorities and work around in order to support services under pressure. The transformation team has been created as a central resource pool to deliver the transformation programme,

		resource pool and be assigned to projects through a programme management approach.	this recommendation, as it clearly has financial implications given the budgetary pressures on the Council.			with the aim of making that work business as usual by the end of the programme.
38	Planning Committee	Have planning training provided by an external trainer with broad experience, to aid understanding of the National Planning Policy Framework (NPPF) and what are material planning considerations.	Agreed. An ongoing training programme will be developed for members and officers, to cover the planning basics plus new policies and specific areas of interest and relevance. Initial contact has already been made with Planning Advisory Service (PAS) for web-based training in light of social distancing restrictions. Training will also be considered for other groups such as Parish Councils.	Planning and Conservation Manager Member training champions	Completed October 2020	Members resolved on 9 July 2020 'That training be a requirement for elected Members who wish to take part in the planning process.' A Member champions MIS setting out training was issued on 14 July 2020. A programme of three training sessions provided by PAS was completed by October 2020. One specifically for the Chair and Vice Chair and two for Committee and all Members. Additional session(s) will be held in Spring 2021 for the Parish Councils.
39	Planning Committee	Submit 'issues paper' to the planning committee early in the process so officers are aware of the concern's members want addressing. This will ultimately lead to less deferments.	Agreed for major and strategic applications and must go on website for public scrutiny. Members need to identify issues in advance of the Committee so they can be addressed in advance of the application being heard. This will allow engagement	Planning and Conservation Manager	To be considered further post local plan	A discussion has been held with Executive and Deputy Members, all Members are encouraged to discuss concerns with the case officer or via the Executive Member. Upon adoption of Local Plan when strategic sites become

			with the applicant to seek to limit deferments and any refusal to extend the statutory deadline.			<p>fixed, consideration of raising 'issues' will be agreed.</p> <p>The Principal Strategic Planning Officer emails relevant ward councillors and invites them to be briefed with regard strategic applications.</p> <p>Master planning approach will allow early identification of issues on strategic sites and the ability to route map solutions.</p>
40	Planning Committee	Arrange specific training for the Chair and Vice Chair of planning committee as they have a key role, and this will support the development of a strongly led committee.	Agreed, see above comments regarding training generally for the Committee. Additionally training on chairing meetings has been identified for Chairs and Vice Chairs.	Planning and Conservation Manager	Post Annual Council and appointment of chair and vice chair, however timescales may not allow external training to be implemented prior to the first planning committee in the new civic year.	Completed by PAS in September 2020, please see 38 above.
41	Planning Committee	Lessen the number of call-ins by tightening up criteria for a call-in. Give reasons related to material planning considerations only, not simply in the "public interest" which is too vague and raises	Proposal to Full Council to tighten the criteria, to be supported by training for all councillors on appropriate use of the call-in procedure. Planning Advisory Service (PAS) training can include this item, important as current objections from a Parish Council require Ward	Group Leaders Monitoring Officer Planning and Conservation Manager	Completed in June 2020 constitution review	

		objectors' expectations for refusal.	Councillor support and the training should reinforce that public interest is not a planning ground for call in.			
42	Planning Committee	Consider starting meetings earlier. Members and officers are not performing at their best at late night meetings after a full day's work and there is an increased risk of challenge from applicants if it was perceived that an application had been rushed because of a long meeting.	<p>Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors.</p> <p>Alternative of allowing officers to attend meetings virtually from home to be explored</p> <p>It is proposed that this is reviewed once the other recommendations have been implemented regarding call ins, issues paper, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.</p>	Group Leaders Monitoring Officer	Considered during 2020 constitution review. Complete on basis that Members have decided not to implement it	
43	Planning Committee	Consider reducing the size of the planning committee.	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Reduced to 12, completed in June 2020 constitution review	
44	Planning Committee	Produce supplementary report to table on evening of the planning committee that updates	Agreed, noting may still need some verbal updates if any last minute changes after publication of supplementary	Planning and Conservation Manager	Consideration needs to be given to any timing of this as representations are	Discussion held with Executive Member and Deputy that this will be on an exception basis where there are significant

		members on changes / updates since publication of report. Currently there is a verbal update at committee which is time that could be saved.	report which would need to be published the day before the Committee to allow participants time to read it. Tabling a supplementary report at the Committee will simply replace time taken for verbal update with reading time.		often received in the days leading up to a committee so would still require verbal updates. Also, Committee Members require time to consider the update report.	updates to be provided, given this predominately relates to large applications and verbal updates would still be required.
45	Planning Committee	Have specialists at planning committee for example, highways officers where there are highways issues.	<p>Agreed and this already occurs where possible, subject to the availability of those specialists who may not be employed/contracted by the Council.</p> <p>Alternative of allowing external specialists to attend meetings virtually to be explored.</p> <p>Consideration will be given to including sessions with specialists as part of the training programme, so that their role and input is better understood</p>	Planning and Conservation Manager	Complete, this is a regular situation where required	Virtual / hybrid meetings has and will make this easier and more accessible.
46	Planning Committee	Strong and clear legal advice can help.	Agreed. A Planning Control Committee decision aide memoire has already been agreed with the Chair, Vice Chair, Group Leader and relevant officers to assist.	Service Director Legal and Community/ Legal Regulatory Manager	Ongoing	An MIS note was circulated in February 2021 (following Chair PCC consultation) regarding post PCC decisions and debate of these in other formal public meetings.

47	Planning Committee	Strong chairmanship of committee required, especially post Local Plan.	Agreed. Chair and Vice Chair will receive the planning training and chairing training referred to above.	Chair and Vice Chair of Planning Control Committee	Ongoing	The current Chair is managing the meetings very well and has benefited from the PAS training. We need to ensure future chairs learn from approach taken.
48	Planning Committee	Committee reports - Highlight in bold the key material planning considerations.	Report template to be reviewed to ensure material planning considerations are clear to reader	Planning and Conservation Manager	Aim for new civic year 21/22	Review of template has been delayed due to the current pandemic. This will take into account recent external training and will seek best practice examples from PAS.
49	Planning Committee	Committee reports - Location plan to show wider context.	Agreed. Will be included in review of report template	Planning and Conservation Manager	Aim for new civic year 21/22	Linked to 48 above
50	Planning Committee	Committee reports - Training will help understanding of the key points.	Agreed. Review of template to be undertaken prior to training so that it can be included. Training can be delivered by officers as part of the training programme.	Planning and Conservation Manager	Aim for new civic year 21/22	Training to follow implementation of 48 and 49 above
51	Planning Committee	Have up to date council plan and supplementary planning documents.	Council Plan is reviewed annually each summer SPDs will be reviewed post conclusion of Local Plan Examination	Executive Member Planning and Transport SD Regulatory	Post Local Plan	Local Plan still progressing through Examination process, latest sessions in February 2021.
52	Planning Committee	Cabinet member or Leader to speak in support of applications at planning committee that support the Council's priorities and	Agreed, where it is appropriate	Leader and/or Executive Member	Ongoing	Will keep under review as relevant applications come forward

		where the specifics would amount to a material planning consideration.				
53	Overview and Scrutiny Committee	Executive members should lead at O&S and be visibly accountable for decisions and performance.	Agreed as recommendation	Executive Members	Completed, has become standard practice.	
54	Overview and Scrutiny Committee	Future meetings would benefit from taking a longer-term view of the key issues for the district (not just focussing on the next immediate meeting), fewer, more targeted agenda items, and be focused on key areas informed by performance reports and a forward work plan. Fewer agenda items will support more allocated time for meaningful scrutiny and related debate.	Agreed. To be taken forward as part of the training for the committee members	Chair and vice chair of O+S Scrutiny support	Ongoing	This is a matter for the Chair, scrutiny support and the Committee to take into account during their work planning discussions.
55	Overview and Scrutiny Committee	The current membership of O&S was considered to be too large and would benefit from reducing	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Reduced to 12 and completed in constitution review June 2020	

		from 15 members to 11 or 9.				
56	Overview and Scrutiny Committee	It is recommended that all O&S members undertake formal training to ensure a robust base of skills and expertise can be deployed in the O&S environment.	Formal scrutiny training has previously been provided to the Committee, but given changes to committee membership agree it makes sense to put in place further training and ensure that any new members receive training in the future	Chair and Vice Chair of O+S Scrutiny support Member training champions	Ongoing	No action taken as yet. Need to consider format and whether internal or external training. To be discussed with Member L&D Champions.
57	Overview and Scrutiny Committee	Use the task and finish programme to support early engagement and involvement with policy making.	Agreed. To be taken forward by the Leader (on behalf of Cabinet) and Chair and vice chair of Overview and Scrutiny, to discuss work programme	Leader Chair and Vice Chair of O+S Scrutiny support	Ongoing	An initial meeting has taken place between the Leader/Deputy Leader and the Chair and Vice-Chair of O&S. A further meeting is to be arranged.
58	Overview and Scrutiny Committee	It is recommended that finish times should be agreed in the constitution and meetings end promptly at those times. There was a concern around individual personal effectiveness, accessibility, external public perception and health & safety / personal welfare of both members and officers from such	Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors. Alternative of allowing officers to attend meetings virtually from home to be explored A 'guillotine' provision on committee meetings is not supported politically at the	Service Director Legal and Community Member training champions	Changes to meeting times was not agreed. Have virtual meetings at the moment and will be exploring hybrid meetings when feasible. Considered during 2020 constitution review. Complete on basis that Members have decided not to implement it.	

		excessively long and late meetings.	<p>current time due to concerns it might stifle debate. It is proposed that this is considered once the other recommendations have been implemented regarding work programme, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.</p> <p>Training is provided to Chairs and Vice Chairs, but this could be reviewed to ensure that Chairs and Vice Chairs are able to confidently manage meetings to ensure they proceed in a timely manner</p>			
59	Overview and Scrutiny Committee	Peers recommend clarification of the governance arrangements between O&S and cabinet panels.	Proposal to Full Council to clarify relationship	Group Leaders Monitoring Officer	Amendments made, completed in constitution review June 2020	
60	Overview and Scrutiny Committee	Ensure the O&S forward work plan includes scrutiny of external partners and contractors as a contribution to the leadership of 'place'.	Agreed as recommendation	Chair and Vice Chair of O+S Scrutiny support	Immediate Ongoing	This is a matter for the Chair, scrutiny support and the Committee to take into account during their work planning discussions.

