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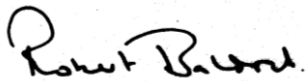
Please ask for:
Graham Seal

6 June 2016

Dear Councillor

You are requested to attend a meeting of the WELWYN HATFIELD BOROUGH COUNCIL CABINET to be held on Tuesday 14 June 2016 at 7.30pm in the Council Chamber, Council Offices, The Campus, Welwyn Garden City, Herts, AL8 6AE.

Yours faithfully



Director (Governance)

**A G E N D A
P A R T 1**

1. APOLOGIES:

2. PUBLIC QUESTION TIME AND PETITIONS:

Up to fifteen minutes will be made available for questions from members of the public on issues relating to the work of the Cabinet and to receive any petitions.

3. MINUTES:

To confirm as correct records the Minutes of the meetings held on 5 and 26 April 2016 (previously circulated).

4. ACTIONS STATUS REPORT: (Pages 1 - 2)

Report of the Director (Governance) on the status of actions agreed at the last Cabinet meeting.

5. NOTIFICATION OF URGENT BUSINESS TO BE CONSIDERED UNDER ITEM 17:

6. DECLARATIONS OF INTEREST BY MEMBERS:

To note declarations of Members' disclosable pecuniary interests, non-disclosable pecuniary interests and non-pecuniary interests in respect of items on the Agenda.

7. ITEMS RELATING TO THE BUDGET AND POLICY FRAMEWORK FOR RECOMMENDATION TO COUNCIL:

To consider the following items:-

(a) Food Safety Service Plan (Pages 3 - 8)

Recommendation from the meeting of the Environment Overview and Scrutiny Committee on 4 April 2016 on adoption of the Plan for 2016/17.

(b) Health and Safety Service Plan (Pages 9 - 12)

Recommendation from the meeting of the Environment Overview and Scrutiny Committee on 4 April 2016 on adoption of the Plan for 2016/17.

(c) Environment Services Third Quarter Performance 2015/16 (Pages 13 - 16)

Recommendation from the meeting of the Environment Overview and Scrutiny Committee on 4 April 2016 on approval of updated policy for the use of orange sacks.

8. ITEMS REQUIRING KEY DECISION:

To consider the following items for decision in the current Forward Plan:-

(a) Strategic Review of the Affordable Housing Programme (Forward Plan Reference FP753) (Pages 17 - 36)

Report of the Director (Finance and Operations) on a strategic review of the Affordable Housing Programme.

(b) Adjustment to Capital Roll Forward Budgets 2015/16 to 2016/17 (Forward Plan Reference FP761) (Pages 37 - 40)

Report of the Director (Finance and Operations) on adjustments to the 2015/16 to 2016/17 capital budgets.

9. RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEES:

Recommendations from the meeting of the Environment Overview and Scrutiny on 4 April 2016:-

- (a) Northaw Great Wood Local Nature Reserve Management Plan - adoption of the revised Plan (Pages 41 - 44)
- (b) Sherrardspark Wood Management Plan - adoption of the revised Plan (Pages 45 - 48)

10. RECOMMENDATIONS FROM CABINET PANELS:

There are no recommendations from Cabinet Panels to be considered.

11. RECOMMENDATIONS FROM SCRUTINY SUB-COMMITTEES:

There are no recommendations from Scrutiny Sub-Committees to be considered.

12. DRAFT ANNUAL GOVERNANCE STATEMENT: (Pages 49 - 72)

Report of the Director (Chief Executive) presenting the draft statement for the financial year 2015/16.

13. HATFIELD TOWN CENTRE - STOPPING UP ORDERS: (Pages 73 - 76)

Report of the Director (Finance and Operations) clarifying the position affecting the public realm in Hatfield Town Centre.

14. COUNCIL'S ACHIEVEMENT LIST: (Pages 77 - 82)

Report of the Director (Finance and Operations) collating and summarising key achievements and service improvements for the last quarter of 2015/16.

15. RISK MANAGEMENT: (Pages 83 - 104)

Report of the Director (Governance) on the current strategic and operational risks facing the Council.

16. PERFORMANCE EXCEPTION REPORT - MAY 2016: (Pages 105 - 116)

Report of the Director (Finance and Operations) summarising strategic performance data.

17. SUCH OTHER BUSINESS AS, IN THE OPINION OF THE CHAIRMAN, IS OF SUFFICIENT URGENCY TO WARRANT IMMEDIATE CONSIDERATION:

18. EXCLUSION OF PRESS AND PUBLIC:

The Cabinet is asked to resolve:

That under Section 100(A)(2) and (4) of the Local Government Act 1972, the press and public be now excluded from the meeting for items 19 to 23 and 24 (if any) on the grounds that they involve the likely disclosure of confidential or exempt information as defined in Section 100A(3) and Paragraph 3 (private financial or business information) and 5 (legal and professional privilege) of Part 1 of Schedule 12A of the said Act (as amended).

In resolving to exclude the public in respect of the exempt information, it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

PART II

19. ITEMS OF AN EXEMPT NATURE REQUIRING KEY DECISION:

To consider the following items of an exempt nature for decision in the current Forward Plan:-

- (a) Selection of Registered Provider to Deliver Affordable Homes on Former Garage Sites (Forward Plan Reference FP710) (Pages 117 - 126)

Exempt report of the Director (Finance and Operations) on the delivery of new homes on former garage sites.

- (b) Award of Contract for White Lion House (Forward Plan Reference FP754) (Pages 127 - 128)

Exempt report of the Director (Finance and Operations) on the award of contract for this project.

- (c) Agency Staff Contract (Forward Plan Reference FP756) (Pages 129 - 130)

Exempt report of the Director (Governance) on an extension of the Contract.

- (d) Contract for Managed Voice and Network Infrastructure (Forward Plan Reference FP755) (Pages 131 - 134)

Exempt report of the Director (Finance and Operations) on the award of contract for these services.

The reason for items (a) to (d) is that it is likely, in view of the nature of the business, that if members of the public were present exempt information (private financial or business information) would be disclosed.

20. REVIEW OF BEREAVEMENT SERVICES PROVISION - PROJECT BOARD:
(Pages 135 - 166)

Exempt report of the Director (Finance and Operations) on the review of bereavement services.

(Note: The Chairman of the Environment Overview and Scrutiny Committees have been given notice in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that it was impracticable to comply with the requirement that at least twenty eight days notice must be given of the consideration of these items in the private section of the meeting because they were urgent and could not reasonably be deferred for the reasons specified).

The reason for this item is to enable a review of bereavement services for the Borough to proceed.

21. SUPPLY OF BEDDING PLANTS CONTRACT: (Pages 167 - 170)

Exempt report of the Director (Finance and Operations) on the procurement process for this contract.

(Note: The Chairman of the Environment Overview and Scrutiny Committees have been given notice in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that it was impracticable to comply with the requirement that at least twenty eight days notice must be given of the consideration of these items in the private section of the meeting because they were urgent and could not reasonably be deferred for the reasons specified).

The reason for this item is to review the procurement process for this contract.

22. CP PLUS CAR PARKING SERVICE CONTRACT: (Pages 171 - 174)

Exempt report of the Director (Finance and Operations) on an extension to the contract.

(Note: The Chairman of the Environment Overview and Scrutiny Committees have been given notice in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that it was impracticable to comply with the requirement that at least twenty eight days notice must be given of the consideration of these items in the private section of the meeting because they were urgent and could not reasonably be deferred for the reasons specified).

The reason for this item is to grant an extension to the contract to deliver savings in the service to the Council.

23. CAMPUS WEST CABINET PANEL - 7 APRIL 2016: (Pages 175 - 178)

Exempt report of the meeting of the Panel on 7 April 2016 reviewing the Campus West Entertainment Complex.

(Note: The Chairman of the Social Overview and Scrutiny Committees have been given notice in accordance with Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that it was impracticable to comply with the requirement that at least twenty eight days notice must be given of the consideration of these items in the private section of the meeting because they were urgent and could not reasonably be deferred for the reasons specified).

The reason for this item is to enable a new business plan to be put in place to guide development of the complex to 2021.

24. ANY OTHER BUSINESS OF A CONFIDENTIAL OR EXEMPT NATURE AT THE DISCRETION OF THE CHAIRMAN

<u>Circulation:</u>	Councillors	J Dean (C)	M Perkins
		D Bell	B Sarson
		H Bromley	R Trigg
		T Kingsbury	

Executive Board
Press and Public (except Part II Items)

If you require any further information about this Agenda please contact Graham Seal, Governance Services Unit on 01707 357444, fax 01707 357257 or email – g.seal@welhat.gov.uk

Agenda Item 4

Part I
Item No: 4
Main author: Graham Seal
Executive Member: Roger Trigg
Not Ward Specific

WELWYN HATFIELD BOROUGH COUNCIL
CABINET– 14 JUNE 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

ACTIONS STATUS REPORT

1 Executive Summary

1.1 In order to ensure that actions identified at meetings are completed, this report lists the actions from the last Cabinet meeting, those responsible for completing each action and its current status.

2 Recommendation(s)

2.1 That Members note the status of the following actions which were identified at the last Cabinet meeting on 5 April 2016.

Minute	Action	Responsible	Status/ Date Completed
155.2	Supply of Bedding Plants Contract Award	Durk Reyner/ Andrew Harper	The Cabinet is receiving a further report on the procurement process at this meeting – agenda Item 21 in the Part II Private and Confidential section of the meeting refers.

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WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016

Recommendation from the Environment Overview and Scrutiny Committee on 4 April 2016:-

Food Safety Service Plan (Minute 62)

The report of the Director (Governance) advised the Committee that it was a requirement of the Food Standards Agency that each local authority drew up documents and implemented a food safety service plan which was approved by Members.

The Committee noted that Appendix A to the report set out the food safety service plan for 2016/17 while Appendix B was a review of performance against the previous food safety service plan.

RESOLVED

1. That the performance against the previous service plan be noted.
2. That the Food Safety Service Plan as set out at Appendix A to the report of the Director (Governance) be approved and the Cabinet be requested to recommend it to the Council for adoption.

(Note: Please click on link below to access the Appendix).

http://democracy.welhat.gov.uk/documents/s938/2016.04.04_Item%2012_Food%20Safety%20Service%20Plan%20-%20App%20A.pdf

http://democracy.welhat.gov.uk/documents/s939/2016.04.04_Item%2012_Food%20Safety%20Service%20Plan%20-%20App%20B.pdf

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WELWYN HATFIELD BOROUGH COUNCIL
ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE – 4 APRIL 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

FOOD SAFETY SERVICE PLAN 2016/17

1 Executive Summary

- 1.1 It is a requirement of the Food Standards Agency that each local authority draws up, documents and implements a food safety service plan which is approved by members.
- 1.2 This report sets out (in appendix A) the food safety service plan for 2016/17 and in Appendix B a review of performance against the previous food safety service plan.
- 1.3 Members are asked to consider the food safety service plan in appendix A and recommend to Cabinet that it is sent to Full Council for adoption.

2 Recommendation(s)

- 2.1 For the committee to note the performance against the previous service plan and to consider and approve the service plan in appendix A and recommend to Cabinet that it is sent to Full Council to be adopted.

3 Explanation

- 3.1 The Food Standards Agency (FSA) has overall responsibility for the official control of food law enforcement in England. This involves co-ordinating, monitoring, setting standards and auditing local authority food law enforcement activities. This includes a requirement that all local authorities produce a food safety service plan which has been agreed by their members. The latest version is shown in Appendix A and is written having regard to the format proscribed by the FSA.
- 3.2 The FSA conducts an audit of local authority performance in relation to food safety and hygiene activities and Welwyn Hatfield Council was selected for audit in 2008 with a follow up visit in 2010. As part of the constructive feedback from this audit the FSA recommended that as well as a food safety service plan a separate review of performance against the previous year's food safety service plan should be prepared every year for elected members. This is contained at Appendix B.
- 3.3 It will be noted that local authorities are expected to not just merely undertake "routine hygiene inspections" but to operate a risk based enforcement system that values educational initiatives together with formal legal enforcement tools and 'non inspection interventions' (for example targeted sampling, imported food

controls). Indeed current guidance from the FSA enables local authorities to have even more flexibility in taking risk based approaches to food law enforcement.

4 Legal Implication(s)

- 4.1 Mandatory guidance issued by the Food Standards Agency requires Welwyn Hatfield Council to have adopted a food safety service plan which meets the format proscribed by the Food Standards Agency.
- 4.2 In carrying out this work officers may carry out enforcement of the legal provisions in order to ensure the public are not put at risk and there is compliance with the law. This can range from provision of advice through to formal enforcement notices and prosecutions.
- 4.3 The sentencing Council has provided new definitive guidelines¹ covering the sentencing of food hygiene offences before the criminal Courts.

5 Financial Implication(s)

- 5.1 None directly arising from this report; there is a budget in place for this work however it is not possible to predict what enforcement actions may be required during the year, and specific enforcement cases may incur additional costs (for example in respect of legal fees).

6 Risk Management Implications

- 6.1 The main risks related to this proposal are:
- 6.2 The Council is at risk from public criticism from the Food Standards Agency if it cannot show it has produced and obtained Member approval of a food safety service plan which is written in accordance with the Food Standards Agency guidance.
- 6.3 The public are at risk if the council does not provide an adequately resourced food hygiene function.
- 6.4 As with any enforcement activity there is a risk of incurring costs, some of which may not be fully recovered.
- 6.5 Our work with local business, especially small and medium sized enterprises helps the local economy and business growth, thereby mitigating associated risks.
- 6.6 The work of the public health and protection service is considerably broad with the underlying theme of protecting the public. Therefore it is inevitable that in order to make best use of resources some work will be prioritised over other work. Sometimes the priorities afforded to work by officers using their professional judgement may not match the perceived priorities allocated by members of the public, and this mismatch can result in complaints to local councillors, MPs and the Ombudsman.

¹ <https://www.sentencingcouncil.org.uk/wp-content/uploads/HS-offences-definitive-guideline-FINAL-web.pdf> accessed 10/03/2016

7 Security & Terrorism Implication(s)

- 7.1 Food security is a recognised risk² and environmental health work and the council's role as a category 1 responder under the Civil Contingencies Act can assist with the mitigation of this risk.

8 Procurement Implication(s)

- 8.1 None directly arising from this report however at periods of high demand appropriate contractors may be procured to assist with food hygiene inspections.

9 Climate Change Implication(s)

- 9.1 None directly arising from this report, although there are links between climate change, food hygiene, food security, and availability.

10 Link to Corporate Priorities

- 10.1 The subject of this report is linked to the Council's Corporate Priorities "maintain a safe and healthy community", "protect and enhance the environment", "help build a strong local economy", "engage with our communities and provide value for money" and is linked to statutory provisions under food safety and hygiene legislation.

11 Equality and Diversity

- 11.1 An Equality Impact Assessment (EIA) has been carried out in connection with the food safety and hygiene activities that are carried out by the council.

Name of author	Cheryll Brown
Title	Team Leader (Public Health and Protection)
Date	March 2016

Appendices

Appendix A – Food Safety Service Plan 2016/17

Appendix B – Review of performance against previous Food Safety Service plan

² See for example <http://www.food.gov.uk/sites/default/files/pas96-2014-food-drink-protection-guide.pdf> accessed 10/03/2016

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WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016

Recommendation from the Environment Overview and Scrutiny Committee on 4 April 2016:-

Health and Safety Service Plan (Minute 63)

The Committee considered the report of the Director (Governance) on the Health and Safety Service Plan and also received a brief presentation.

Members noted that, as an enforcing authority for the Health and Safety at Work etc Act 1974, it was necessary for the Council to produce a service plan which was agreed with Members. The Service Plan which was set out at Appendix A to the report dealt with the Council's role as a health and safety regulator and not as an employer.

RESOLVED

That the Health and Safety Service Delivery Plan 2016/17 as set out at Appendix A to the report of the Director (Governance) be approved and the Cabinet be requested to recommend it to the Council for adoption.

(Note: Please click on link below to access the Appendix).

http://democracy.welhat.gov.uk/documents/s936/2016.04.04_Item%2013_Health%20and%20Safety%20Service%20Plan%20-%20App.pdf

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WELWYN HATFIELD BOROUGH COUNCIL
ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE –4 APRIL 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

HEALTH AND SAFETY SERVICE PLAN

1 Executive Summary

- 1.1 This report seeks member approval of the latest version of the Health and Safety Service Plan (appendix A). As an enforcing authority for the Health and Safety at Work etc Act 1974 it is necessary to produce a service plan which is agreed with Members. This service plan deals with the council's role as a health and safety regulator, not as an employer.

2 Recommendation(s)

- 2.1 For the committee to consider and approve the service plan and recommend to Cabinet that it is sent to Full Council to be adopted.

3 Explanation

- 3.1 Health and safety in the workplace is a topic that affects us all. Our perspective may differ as an employer, employee or member of the public. Importantly good health and safety management protects lives and prevents workplace injury and disease. The service produces a periodic health and safety service plan which sets out commitments with regard to inspections, investigations, permissioning (e.g. work to remove asbestos), education and formal enforcement via legal notices and prosecutions. The document also outlines the means available to provide the service and the performance monitoring that will be undertaken. The service plan has taken into account the new national themes for health and safety which are¹:

- Acting together
- Tackling ill health
- Managing risk well
- Supporting small employers
- Keeping pace with change
- Sharing our successes

- 3.2 The service plan enables prioritisation and targeting of the Council's health and safety enforcement resources to meet national targets and local needs. The health and safety service plan (appendix A) and Intervention Timetable (Appendix B) provides details of the proposed outcomes for the years 2016 to 2018. The extension over a 2 year period provides greater some flexibility in the delivery of our interventions, especially in the event of a fatal/serious workplace accident investigation.

¹ As set out in Helping Great Britain Work Well: A new health and safety system strategy 2016
<http://www.hse.gov.uk/strategy/> accessed 07/03/2016

4 Legal Implication(s)

5 The service is required to produce and make available a health and safety service plan that is agreed by elected members and makes clear the arrangements for contributing to current Health and Safety Executive (HSE) priorities. This is a requirement specified within the mandatory guidance issued by the HSE under section 18 of the Health & Safety at Work etc Act 1974

6 Financial Implication(s)

6.1 None directly arising from this report.

7 Risk Management Implications

7.1 There is a requirement for the Council to provide a service plan in accordance with HSE's section 18 guidance. Failure to provide the service plan and/or comply with the section 18 standard leads to the risk of public naming and shaming, damage to reputation, harm to local business and risks to employees and the public using premises in Welwyn Hatfield. Our work with businesses supports the local economy and helps with economic growth.

8 Security & Terrorism Implication(s)

8.1 None directly arising from this report

9 Procurement Implication(s)

9.1 None directly arising from this report; however experience shows the value of having specialist legal services and expertise for example from the national health and safety laboratory to assist with complex workplace investigations and procurement of these services will be dealt with on an as needed basis.

10 Climate Change Implication(s)

10.1 None directly arising from this report, although changing climate could create different workplace risks.

11 Link to Corporate Priorities

11.1 The subject of this report is linked to the Council's Corporate Priorities maintain a safe and healthy community, protect and enhance the environment, build a strong local economy, engage with our communities and provide value for money and specifically to the requirements of the Health and Safety at Work etc Act, relevant statutory provisions and national guidance.

12 Equality and Diversity

13 I can confirm that an equality impact screening assessment has been carried out in connection with the health and safety enforcement work of the council.

Name of author	Cheryll Brown
Title	Team Leader (Public Health and Protection)
Date	March 2016

WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016

Recommendation from the Environment Overview and Scrutiny Committee on 4 April 2016:-

Environment Services Third Quarter Performance 2015/16 (Minute 63)

The Committee considered the report of the Director (Finance and Operations) and accompanying presentation which combined Environment Services information and Serco's customer satisfaction performance for Quarter 3.

The Serco/WHBC partnership has been established in accordance with Council policy and was monitored in accordance with the agreed Monitoring Framework. There were no new policy implications arising from this report.

The Committee were informed that an overall satisfaction rate of 76% had been achieved for Q3, the key points of which were –

The total refuse to landfill had reduced in Q3 to approximately 45 kilograms/resident which was better than the quarterly target of 50 kilograms/resident.

In Q3, the total recycling rate had decreased to just below 49%. The composting rate had decreased slightly, which was typical of this period. It still remained higher than the dry recycling rate, although this had also marginally increased in the quarter. Satisfaction of the recycling and composting collection service had both slightly decreased to 75% and 79%, respectively.

The total number of missed bins has increased this quarter, compared to the previous quarter. Missed bins include customer-reported missed and dropped roads by Serco due to vehicle breakdowns, staff shortages and blocked access.

Satisfaction with the refuse collection service had decreased this quarter to 77%. Satisfaction on refuse collection could be negatively affected by the policy of not returning for the first missed bin and issuing orange sacks. This policy was originally introduced at the start of Alternate Refuse and Recycling Collections (ARRC) to discourage inappropriate use of this service. However, after five years of ARRC it was considered that this policy had served its purpose.

Satisfaction had increased for greens and open spaces, and planters and shrub beds. Satisfaction decreased marginally to 72% for grass verges, hedges and shrubs and decreased for cleansing to ~70%.

Concern was expressed about grounds maintenance crews undertaking grass cutting which resulted in 'cut up' litter being left behind. Concern was also expressed about the amount of spillage that was left in the road after bins had been emptied. The Committee were informed by Sharon Connor (Serco) that with regard to grass cutting of verges, crews should litter pick areas before grass cutting and that every refuse collection vehicle had a broom which should be used to sweep up any spillage.

With regard to Missed Bins, whilst Members were pleased to note that around 52% of total missed bins were returned for within one day disquiet was voiced about the quantum of bins that had been missed which had badly affected certain parts of the Borough such as the High Dells area of Hatfield. Many of these bins had been missed because of vehicle breakdowns or driver shortage which was not the fault of residents.

Officers informed that Committee that Serco had returned for the majority (86%) of the missed bins within 3 days and that while problems had continued during January 2016, the figures for February and March had showed an improved performance. The Head of Environment advised that a number of issues had been raised with Serco at a meeting earlier in the day and that they would be looking to take remedial action including by reviewing the training needs of their staff. Sharron Connor (Serco) reported that some measures had already been taken including the introduction of a 'narrow access round' on Wednesdays. Also that 3 different sized freighters were now being used including smaller vehicles but problems caused by inconsiderate parking persisted.

A number of individual complaints having been raised, Members were reminded that these should be reported via the contact centre in the first instance.

RESOLVED

That the report be noted and the Cabinet be requested to recommend the updated policy with regard to the use of orange sacks to the Council for adoption.

(Note: Please click on link below to access the Appendix).

http://democracy.welhat.gov.uk/documents/s943/2016.04.04_Item%2015_Env%20Serv%20Performance%203rd%20Qtr%20-%20App.pdf

WELWYN HATFIELD BOROUGH COUNCIL
ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE – 4 APRIL 2016
REPORT OF THE DIRECTOR FINANCE AND OPERATIONS

ENVIRONMENT SERVICES 3RD QUARTER PERFORMANCE REPORT 2015/16

1 Executive Summary

- 1.1 This presentation combines Environment Services information and Serco's customer satisfaction performance for Q3.

2 Recommendation(s)

- 2.1 It is recommended that the Committee note the contents of the attached report.
2.2 Recommend to Cabinet an updated policy with regards the use of orange sacks.

3 Explanation

- 3.1 The Serco/WHBC partnership has been established in accordance with Council policy and is being monitored in accordance with the agreed Monitoring Framework. There are no new policy implications arising from this report.
- 3.2 Serco through an independent polling company are required to provide quarterly and annual reports on their performance in the activities of recycling, cleansing, refuse and grounds maintenance work.
- 3.3 This report is the fortieth consecutive quarterly independent customer satisfaction survey performed by a polling company since the first one in April 2006 on behalf of Serco and WHBC.
- 3.4 An overall satisfaction rate of 76% has been achieved for Q3.
- 3.5 The total refuse to landfill has reduced in Q3 to approximately 45 kilograms/resident. This is better than the quarterly target of 50 kilograms/resident. Satisfaction of the refuse collection service has decreased this quarter to 77%.
- 3.6 In Q3, the total recycling rate decreased to just below 49%. The composting rate decreased slightly, which is typical of this period. It still remains higher than the dry recycling rate, although this has also marginally increased this quarter. Satisfaction of the recycling and composting collection service have both slightly decreased to 75% and 79%, respectively.
- 3.7 The total number of missed bins has increased this quarter, compared to the previous quarter. Missed bins include customer-reported missed and dropped roads by Serco due to vehicle breakdowns, staff shortages and blocked access.

- 3.8 Satisfaction on refuse collection can be negatively affected by the policy of not returning for the first missed bin and issuing orange sacks. This policy was originally introduced at the start of ARRC to discourage inappropriate use of this service. After five years of ARRC it is considered that this policy has served its purpose.
- 3.9 Satisfaction has increased for greens and open spaces, and planters and shrub beds. Satisfaction decreased marginally to 72% for grass verges, hedges and shrubs and decreased for cleansing to ~70%.

Implications

4 Legal Implications

- 4.1 There are no legal implications associated with the recommendation.

5 Financial Implications

- 5.1 There are no direct financial implications for the Council arising from this recommendation.

6 Risk Management Implications

- 6.1 No significant risks have been identified as part of the recommendation.

7 Security and Terrorism Implications

- 7.1 There are no known security and terrorism implications associated with this recommendation.

8 Procurement Implications

- 8.1 There are no known procurement implications associated with this recommendation.

9 Climate Change Implications

- 9.1 There are no climate change implications associated with this recommendation.

10 Equality and Diversity

- 10.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report as the recommendation does not require a policy or service change.

Name of author	Kirsten Roberts
Title	Community and Environment Services Manager
Date	14 March 2016

Part I

Item No: 8(a)

Main author: Sian Chambers

Executive Member: Mandy Perkins

All Wards

WELWYN HATFIELD BOROUGH COUNCIL
CABINET– 14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

STRATEGIC REVIEW OF THE AFFORDABLE HOUSING PROGRAMME

EXECUTIVE SUMMARY

- 1.1 On 4 December 2012 Cabinet agreed a range of methods to deliver the Council's Affordable Housing Programme (AHP) with the use of the allowed amounts of Right to Buy Receipts and where appropriate surpluses from the Housing Revenue Account.
- 1.2 A Strategic Review Task and Finish Group, chaired by the Executive Member for Housing, Planning and Community, was set up in November 2015 to review the current AHP, its benefits and limitations. The group considered the potential to expand the delivery of affordable housing in the borough via the programme, while ensuring this was in line with the Council's priorities and objectives.
- 1.3 The Task and Finish Group established a draft Vision Statement and a set of key aims for the programme, which are set out in Paragraph 3.11 of this report.
- 1.4 In order to meet these aims, a draft Affordable Housing Programme Delivery Plan (2016 to 2021) is attached at Appendix A for consideration. The delivery plan sets out in more detail the plans for development and acquisition of homes over the next five years.

2 Recommendation(s)

- 2.1 Cabinet agrees the Vision Statement and key aims for the Affordable Housing Programme, as set out in Paragraph 3.10
- 2.2 Cabinet agrees the Delivery Plan for the Affordable Housing Programme 2016 to 2021 (Appendix A) which sets out the proposed delivery methods and funding principles.
- 2.3 Subject to agreement of 2.2, Cabinet agree that progress of the Delivery Plan is monitored by Cabinet Housing and Planning Panel as part of the regular reporting on the programme.
- 2.4 Cabinet agrees that officers investigate in more detail the introduction of a Cash Incentive Scheme for council tenants – with the intention that officers present a future report to Cabinet setting out the proposal in more detail.
- 2.5 Cabinet agrees that officers investigate the introduction of a purchase and re - housing scheme for older owner occupiers – with the intention that officers present a future report to Cabinet setting out the proposal in more detail.

3 Explanation

- 3.1 Current government policy favours a growth in owner occupation over traditional affordable housing.
- 3.2 The increased discount available to tenants who wish to exercise the Right to Buy has led to an increase in council house sales over the last four years.
- 3.3 Government grant funding for affordable rented homes has reduced significantly and new policies proposed favour starter homes for owner occupation over affordable rented homes
- 3.4 However the Council has a high demand for affordable housing and wants to ensure that it can continue to meet its general housing duties and in particular to meet its obligations under the homeless legislation to provide suitable accommodation.
- 3.5 A range of methods are currently in place to provide affordable homes as part of the council's Affordable Housing Programme. These include direct construction by the council, purchase of properties on the open market (both by the council and Registered Providers), disposal of vacant and underused council sites, funding to Registered Providers and purchase/funding of additional units on S106 sites.
- 3.6 The programme is overseen by a Steering Group and progress is reported on a regular basis to the Cabinet Housing and Planning Panel.
- 3.7 The terms of the use of Right to Buy receipts is set out in an agreement with government. The council is allowed to use the receipts to fund up to 30% of development or acquisition costs. However if the receipts are not used within three years of receipt, there is a financial penalty imposed.
- 3.8 To date a total of 72 new homes have been provided. These have been funded with a combination of the allowed amounts of retained Right to Buy receipts, use of the Attributable Debt Fund, and surpluses from the Housing Revenue Account and investment by Registered Providers (RPs). There are already plans in place to deliver a further 167 properties, with a number of other schemes being investigated.
- 3.9 A Task and Finish Group was established to carry out a strategic review of the programme. The review focused on the current benefits and limitations of the programme, options for extending the programme and implications of current government policy in relation to the provision of affordable housing.
- 3.10 A draft Vision Statement and key aims proposed by the group are set out below. This sets out the proposal to extend the programme to deliver 600 affordable homes by 2021:

Vision Statement

To provide a range of high quality affordable homes which meet the housing needs of our residents

Key Aims:

- To provide 600 affordable homes by 2021

- To provide a proportion of these homes for council ownership in order to sustain stock of 9000
 - To meet the Borough's homeless obligations without the use of B&B
 - To increase the supply of affordable homes for those with a local connection
 - To be flexible in the affordable housing products we provide
 - To provide a flexible framework from which to respond to Government policy direction.
- 3.11 A revised financial approach was considered by the group, with particular emphasis placed on how to mitigate any current risks, particularly in relation to the use of the Right to Buy receipts and the financial penalties linked to the time limits set by the government scheme.
- 3.12 A key proposal of the group is to increase delivery via the programme. The proposed Delivery Plan, attached at Appendix A, sets out plans to deliver 600 affordable homes by 2021.
- 3.13 The group also considered the council's role as a landlord and the council's aspiration for the level of housing stock to be retained. It is proposed that the aim is for 50% of the 600 homes delivered via the programme will be Council owned homes, thus retaining the council's rented housing stock (allowing for future Right to Buy sales) at 9000 properties. This is desirable because it provides economies of scale for cost effective management and maintenance of the housing stock and it provides direct control over properties that are used to meet the Council's statutory duties, particularly in terms of meeting its homelessness obligations.

Implications

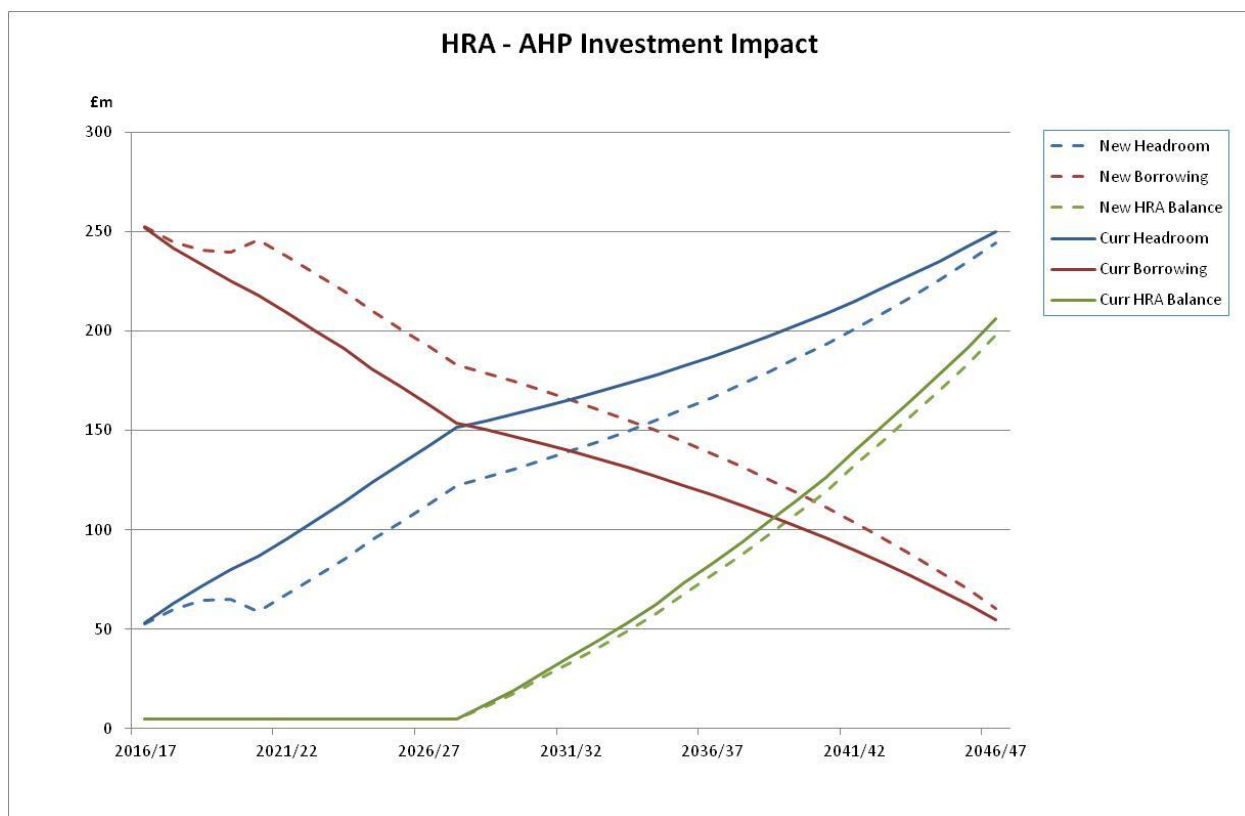
4 Legal Implication(s)

- 4.1 Cabinet agreed on 7 August 2012 for the council to enter into agreement, as proposed by the Secretary of State for Communities and Local Government, to allow the council to retain receipts from the reinvigorated Right to Buy (RTB) sales and to reinvest the allowed receipts in delivery of new affordable homes.

5 Financial Implication(s)

- 5.1 Currently funding of the AHP involves the use of RTB receipts to fund 30% of new affordable homes. The remaining 70% investment is found from the HRA, the attributable debt fund and investment from the RPs. Any receipts that are under spent after 3 years are returned to government and would receive a financial penalty of 4% above the base rate. So far the Council has not been subject to any penalties, as the receipts have been used within the prescribed timescale.
- 5.2 In order to facilitate the extended delivery plan and ensure that all of the retained receipts from RTB sales are reinvested locally, it will be necessary to utilise additional funding sources, outside of sales receipts and balances. Some of this investment can be met by internal borrowing from the General Fund, but in the long term it will be necessary to use HRA borrowing headroom that has accumulated since the Council took out the initial self financing loan.

- 5.3 As RTB receipts make up a significant proportion of the investment needed to deliver the plan and the number of sales can vary from year to year, decisions on investment levels and funding will be annually reviewed and will form part of the normal budget process for the Council. The decision making around when is the right time to take out additional borrowing will be a treasury management decision.
- 5.4 The current affordable housing programme, which is incorporated into the Council's capital programme, has a 5 year projection. With an opening Balance as at 1 April 2016 of RTB receipts of around £13m and an estimated further £17m of receipts over the next 5 years, it is assumed £3.1m of these will be returned to government. The receipts will go towards funding the £11.1m planned spend with Registered Providers and £29.8m planned spend on own stock (£8.9m from RtB receipts). The remaining sources of funding are assumed as follows: HRA Reserves £3.7m, attributable debt £7.2m, and new borrowing £10m.
- 5.5 The proposed delivery plan is an increase on the current plan of a further 300 affordable units. Of these 50%, or 150, are assumed to be delivered by Registered Providers with the other 50% for Council ownership. The estimated cost for the 150 units is £34.5million. RTB receipts of £4.3million and voluntary high value sales of £3million is assumed to be available to help fund this cost, but the bulk of the funding of around £27.2million is estimated to need to come from additional borrowing.
- 5.6 The graph below demonstrates the financial modelling completed to show the impact of the additional investment of 150 units in the affordable programme using a number of assumptions and based on data available in the final quarter of 2015/16. The year-end outturn position will provide an update to the assumptions. The estimates are based on:
- retaining a £5m contingency balance in the HRA,
 - savings of £2m to meet rent decreases are achieved in the HRA
 - slow rent growth after 4 year rent reductions
 - RTB sales reducing over medium term
 - a generally prudent approach to assumptions
 - based on current government policy - Impact of any future policy changes unknown
 - Does not include any assumed receipts from forced sale of high value properties



5.7 Investment in a further 150 properties is reflected in an increase in the amount of borrowing outstanding over the period and is shown by the dotted red line. Taking into account the current loan repayment schedule the revised programme will see total outstanding borrowing peak at around £246million in 2020/21. At this level there is still borrowing headroom of around £59million. The financial model predicts interest payments would peak in 2027/28 at around £9million per annum.

5.8 The purpose of the financial modelling was to demonstrate that the proposed strategy and delivery plan is affordable for the Housing Revenue Account, all other things being equal. The model will need to continue to be monitored and reviewed over the course of the delivery plan and action taken accordingly as part of the annual budget setting process.

6 Risk Management Implications

6.1 The Affordable Housing Programme has a risk management strategy in place which is regularly monitored by the project group and Steering Group.

6.2 Regular reports on the programme are presented to Cabinet Housing and Planning Panel.

6.3 The programme is highlighted on the Council's Corporate Risk Register.

7 Security and Terrorism Implication(s)

7.1 There are no direct implications in relation to security and terrorism.

8 Procurement Implication(s)

8.1 There are no direct procurement implications in relation the review and recommendations.

8.2 Any specific projects being taken forward will be subject to a further more detailed report.

9 Climate Change Implication(s)

9.1 The delivery of new affordable homes provides mechanisms for a range of products and initiatives that help reduce carbon emissions and tackle fuel poverty. The new homes will be built to high standards that help address climate change concerns including CO2 and water, waste reductions, local labour and transport, and modern methods of construction.

10 Link to Corporate Priorities

10.1 The subject of this report is linked to the Council's Corporate Priority to 'Meet the borough's housing needs' and in particular to 'increase the delivery of affordable homes'

11 Equality and Diversity

11.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report. An EIA is in place for the AHP and EIAs are carried for specific initiatives that are part of the AHP.

Name of author	Sian Chambers
Title	Head of Housing & Community Services
Date	11 May 2016

Background papers :

Cabinet 7th August 2012 Agreement to use the right to buy receipts for the Affordable Housing Programme

Cabinet 4th December 2012 Methods to deliver the Affordable Housing Programme

Appendices:

Appendix A AHP Delivery Plan

**Affordable Housing Programme Delivery Plan
Welwyn Hatfield Borough Council
2016 to 2020**

Our Vision

To provide a range of high quality affordable homes which meet the housing needs of our residents

Executive Summary

- The council has a corporate objective to provide additional affordable homes to meet the needs of our community. This Delivery Plan sets out our plans for delivering affordable homes over the next five years.
- There are significant benefits derived from providing additional affordable homes, including reducing the impact of homelessness and unsuitable housing conditions, and delivering high quality energy efficient life time homes.
- 72 new homes have been provided to date and the council aims to provide a total of 600 affordable homes via its Affordable Housing Programme between 2014 and 2021
- As a social landlord, the council wants to ensure that it sustains its housing stock to meet local housing need and to ensure that it continues to operate a cost effective service. On this basis a proportion of the homes delivered will be retained by the council.
- The Affordable Housing Programme delivers homes via a number of methods including:
 - open market purchase (OMP)
 - disposal of brownfield sites to Registered Providers (RPs)
 - direct funding/construction for council ownership
 - windfall opportunities, including additional value on Section 106 sites
- There are a number of key strategic sites in the borough, where plans are coming forward for large scale development, but viability issues may make it difficult to provide the number of affordable housing units required by planning policy. The Affordable Housing Programme has an opportunity to bridge this gap.
- The schemes identified to meet the target homes are set out in Appendix B. This shows the number of projected units by year and by delivery strand.

Introduction

There is a high level of housing need locally and providing affordable homes is a priority for the council. The Strategic Housing Market Assessment (updated 2015) concludes that there is an Objective Assessment of Need for new homes ranging between 664 and 707 new dwellings per annum. The evidence suggests that there is a sizeable current need for affordable homes per annum over the next five years, including a backlog of unmet housing need.

One of the council's five corporate objectives – *Meet the borough's housing needs* – is underpinned by the action 'Increase the supply of new, affordable homes'

The planning system makes provision for the delivery of affordable homes as part of all new homes delivered. The existing District Plan policy requirement for affordable housing is 30% on all eligible sites. However viability work to inform the new Local Plan indicates that a more refined approach will be required going forward to reflect varying degrees of viability across the borough. The Emerging Core Strategy 2012 indicates that the proposed policy approach would be for 25% affordable housing on eligible sites in Hatfield, 30% in Welwyn Garden City and 35% on sites in the excluded villages.

Registered Providers may also develop properties using land they have acquired with their own funding and/or with funding provided by the Homes and Communities Agency.

As part of our commitment to the delivery of new affordable housing, the council has an Affordable Housing Programme (AHP) which has been in place since 2012, when the government enabled the council to use a proportion of receipts from the sale of council homes to fund replacement affordable housing. The programme provides affordable homes over and above those that are provided via the planning system.

Appendix A sets out the benefits of the programme in detail, but a summary of the strategic benefits is set out below:

- Addressing housing need and therefore reducing the number of residents living in unsuitable housing, for example overcrowding and homelessness
- Reduction in the need for temporary accommodation and thus reduction in the risk of requiring expensive and unsuitable Bed and Breakfast accommodation
- Vacant Houses in Multiple Occupation (HMOs) being brought back into use as family homes.
- Reduction in anti-social behaviour by targeting sites and improving safety for local residents
- Facilitating investment in the borough
- Delivering high quality energy efficient life time homes

Key Aims

Following a review of the programme, a set of key aims has been agreed:

- To provide 600 affordable homes by 2021
- To deliver a proportion of these homes for council ownership in order to sustain the stock of 9000
- To meet the borough's homeless obligations without the use of Bed and Breakfast accommodation
- To increase the supply of affordable homes for those with a local connection
- To provide a range of long term sustainable housing products
- To provide a flexible framework from which to respond to government policy direction.

Delivery Methods

The council delivers new affordable homes via a number of methods:

1. Open market purchase (OMP)
2. Disposal of council owned brownfield sites to Registered Providers (RPs)
3. Direct funding/construction for council ownership
4. Windfall opportunities, including achieving additional value on sites that have provision made through the planning system.

1. Open market purchase (OMP) by either the council or RP partners

The purchase of properties on the open market is subject to their location, property type, condition and price. For example, mostly ex-local authority properties are purchased in areas with existing council housing, and two and three bed houses are given priority due to the identified housing needs.

There is also a price limit for the programme, which is reviewed regularly to ensure it is relevant in market conditions and provides value for money.

Examples of Open Market Purchases



Two RP partners (Welwyn Garden City Housing Association and B3 Living) have also agreed a purchase programme, with the council providing 30% of the funding.

OMP is a method of delivery that is relatively high cost compared to other methods, but with an equivalently low risk. Cost analysis demonstrates that even if the OMP properties are later sold under the Right to Buy, it still provides value for money.

OMP can also help deliver other strategic priorities, including purchasing long term empty properties and targeting former Houses in Multiple Occupation (HMOs) and reletting these as family homes.

2 Disposal of suitable brownfield council sites to RPs

This includes the disposal of former garage sites and other suitable council owned brownfield land to RPs. The council can fund these providers directly at up to 30% of the legitimate development costs from useable receipts.

There are a number of benefits to taking this approach, including the redevelopment of underutilised brownfield sites, and strengthening relationships and encouraging additional investment by RPs. The RPs will commit the remaining 70% of the costs of these developments, either through reserves or additional borrowing.

The first phase garage sites (six sites) were disposed to Welwyn Garden City Housing Association and the 17 properties are now completed. A second phase has recently been tendered (which will provide a further 21 properties) and the council is identifying a third phase of potential sites. In order to de-risk this method of delivery, the council has secured full planning permission on all the sites within Phase Two and plans to do the same for the sites identified within Phase Three.

Examples of garage site development

Before



After



3 Direct funding/construction for council ownership

This involves either redevelopment projects or direct construction on council owned sites. Where the homes remain in the council's ownership the receipts and HRA funds can pay for 100% of the homes delivered.

Projects include the development of two garage sites in Hatfield on Furzen Crescent and Garden Avenue and the redevelopment of a low demand block in Northdown Road. Further schemes have also been identified on other garage sites.

Strategic land purchase to assist in land assembly of sites for affordable housing for development can support additional units on a scheme or improve the accessibility and/or overall scheme design. For example the purchase of garages from a private owner at Furzen Crescent allowed better access to the site for construction and an improved overall scheme design. We will continue to look at opportunities to purchase land strategically in order to add value to projects and help with land assembly.

Furzen Crescent, Hatfield



Before



After

Garden Avenue, Hatfield





Photo: Northdown Road redevelopment opportunity

- 4 Windfall opportunities, including achieving additional value on sites that have provision made through the planning system.

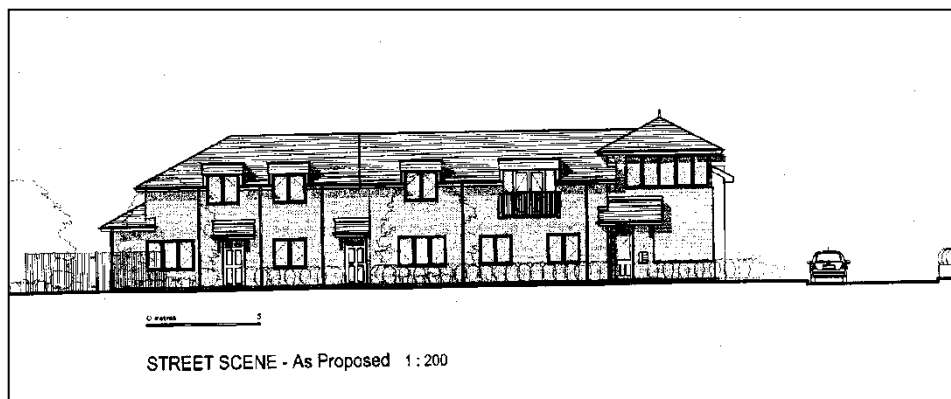
S106 Sites (Planning requirement)

RtB receipts can be used to increase the proportion of affordable properties on a Section 106 site. This is usually where the viability of the site means that without the additional funding, less than the usual policy requirement will be provided. An example of this is Sir Frederic Osborn School where the affordable provision for Hightown Praetorian Housing Association on the site increased from 20 – 30% as a result of using RtB money.

Whilst the team aims to negotiate the full policy requirement on all S106 sites, where viability issues are substantiated, the Affordable Housing Programme will be a powerful tool to ensure we maximize affordable housing on these sites. Key strategic sites have known viability issues, and the programme presents the opportunity to make up the financial shortfall to deliver policy compliant sites.

Other Opportunities

Grant funding has been allocated to Paradigm Housing Association for four houses on Cherry Way, Hatfield and to Welwyn Garden City Housing Association for a development of five flats on Elizabeth Close in Panshanger (grant funding provided for 3 flats).



There are other opportunities being explored on local sites.

Other Methods of Delivery

There are a range of other schemes that are being investigated outside of the above strands.

- Cash Incentive Scheme. We are exploring the option of providing a 'cash incentive' to current secure tenants, in order for them to purchase a suitable property and free up their current council home. It is likely that the 'cash incentive' would be provided as grant, making the new home 'affordable' for the tenant.
- An Open Market Purchase programme for older people who currently under occupy family sized homes and are willing to sell to the council at a discounted price in exchange for rehousing within suitable smaller council owned or Registered Provider stock.
- Consideration of sites with planning approval that is due to expire. The team will proactively contact land owners to talk about what the barriers may be and identify any opportunities for use of RtB funds to bring forward development.

Funding

The council uses the available Right to Buy receipts, which can be used to pay for up to 30% of the new affordable housing. The remaining 70% investment is found from alternative funding sources, including Housing Revenue Account (HRA) surpluses and reserves and investment from Registered Providers.

Capital Investment

Since the council signed up to the Right to Buy agreement, 324 properties have been sold (as of end of March 2016). Based on current projections we anticipate that 569 properties will be sold by March 2021, giving a total of £36m useable receipts. As the receipts can only pay for a maximum of 30% of the cost of an affordable home, this generates an additional investment requirement of £84m, meaning a total investment requirement of £120m.

Some of these receipts have already been spent and there is a projected total expenditure of £41m over the next five years. Consequently, in order to spend all the receipts likely to be available, a mixture of supply will be needed and gaps in delivery can be bridged by the Open Market Purchase programme.

There are a number of sources of finance to fund the remaining 70% of the schemes and they are outlined below:

Investment from Registered Providers

Working with RPs and other investors (such as charitable organisations) allows the council to deliver new homes in the district and retain nomination rights to these properties without having to raise the additional 70% investment in-house.

Use of HRA Balances and Reserves

It is possible to supplement the RtB receipts by using HRA balances. However, with recent rent reductions this is not sustainable over a long period and will only make up a comparatively small proportion of the required 70% investment
Extending the self financing debt (HRA)

Use of the Attributable Debt Pot

When a property is sold under the RtB the sum that the government considers to be the outstanding loan on the property is returned to the council (approximately £33,000 per property sold) is returned to the council. Approximately £10m of the attributable debt has been earmarked to support the programme up to 2020.

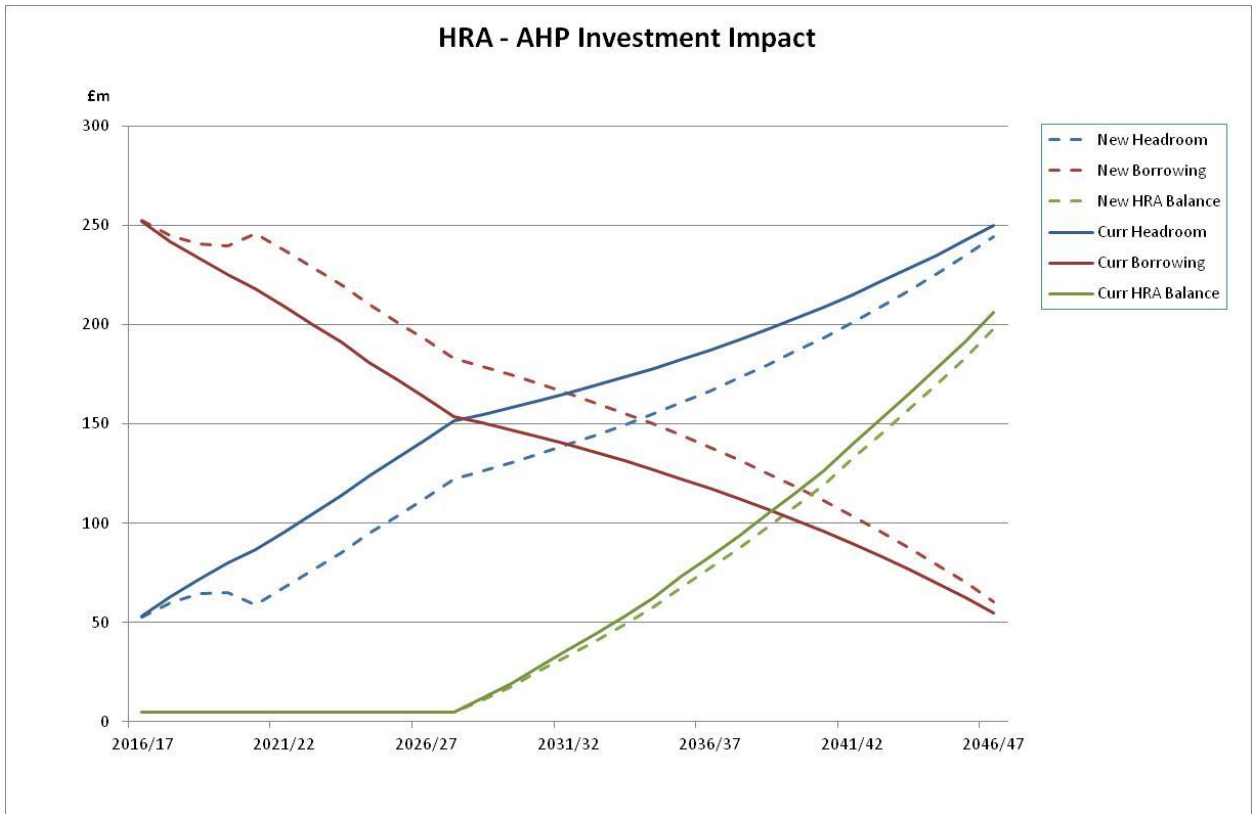
Extending the self financing debt (HRA)

In 2011 the HRA subsidy system was abolished and self financing commenced. Under the self financing reforms the council took on borrowing of £306m to cover the debt allocated by government. The debt was taken out initially over a relatively short timeframe (16 years) and therefore a high proportion of the debt is being repaid annually. Each year, this creates 'headroom' that is the gap between the value of the outstanding loan and the original amount of borrowing. The government is encouraging local authorities to make use of this additional borrowing power. By the end of 2015/16 the headroom stood at £39.4m and by 2020/21 this will stand at £124.1m.

The proposed delivery plan is an increase on the current plan of a further 300 affordable units. Of these 50% (150) are assumed to be delivered by Registered Providers with the other 50% for council ownership. The estimated cost to deliver these 150 units is £34.5million. RTB receipts of £4.3million and voluntary sales of high value properties generating £3million is assumed to be available to help fund this cost, but the bulk of the funding of around £27.2million is expected to come from additional borrowing.

The graph below demonstrates the financial modelling completed to show the impact of the additional investment of 150 units in the affordable programme, using a number of assumptions and based on data available in the final quarter of 2015/16. The year-end outturn position will provide an update to the assumptions. The estimates are based on:

- retaining a £5m contingency balance in the HRA,
- savings of £2m to meet rent decreases are achieved in the HRA
- slow rent growth after 4 year rent reductions
- RTB sales reducing over medium term
- a generally prudent approach to assumptions
- based on current government policy - Impact of any future policy changes unknown
- Does not include any assumed receipts from forced sale of high value properties



Investment in a further 150 properties is reflected in an increase in the amount of borrowing outstanding over the period and is shown by the dotted red line. Taking into account the current loan repayment schedule, the revised programme will see total outstanding borrowing peak at around £246million in 2020/21. At this level there is still borrowing headroom of around £59million. The financial model predicts interest payments would peak in 2027/28 at around £9million per annum.

The financial modelling demonstrates that the strategy and delivery plan is affordable for the Housing Revenue Account, all other things being equal. The model will need to continue to be monitored and reviewed over the course of the delivery plan and action taken accordingly as part of the annual budget setting process.

Appendix A

Appendix A: Benefits Realisation Plan

Desired Benefit	Stakeholders Impacted	Enablers Required	Outcomes Displayed	Measurable Output	Progress
Benefits associated within the borough generally					
Increase in affordable housing let at social rent and affordable rent	WHBC waiting list applicants	RP Framework, Planners, WHCHT, HCC	Decrease in waiting list, increase in new affordable homes	current committed numerical target 129 homes	22 OMP, 3 flats funded Elizabeth Close
Addressing housing need and therefore reducing the number of residents living in unsuitable housing e.g. overcrowding and homelessness	WHBC residents, homeless	WHCHT, NHS, HCC social services	Evidence from Housing Needs and bidders	n/a	
Reduction in the need for temporary accommodation and thus reduction in the risk of requiring B&B accommodation	WHBC paying for B&B, WHBC waiting list applicants	WHCHT Housing needs	No B&Bs required	n/a	No tenants in B&B
Replacement homes via the governments One for One RtB initiative	DCLG, local MP	WHCHT, WHBC	Number delivered	no of homes sold under initiative - 205	
Partnership working with local service providers, businesses and organisations	WHBC residents	Police, fire service, estate agents, landlords, RPs, HCC, developers, contractors, HCA		n/a	
Maintaining and growing the stock levels of the council's housing stock, to ensure it is at its most efficient scale	WHCHT and Resources Dept	Planners, WHCHT, developers	Number delivered for WHBC ownership	current committed numerical target for council homes - 74	29 homes submitted for planning application

Benefits associated with new build					
Effective use of brownfield and hard-to-let disused garage sites	Neighbours, police service	WHBC Corporate Property, planners, police arch liaison officer, architect, RPs	Relocation of garage tenants and alternative use of vacant sites, best use of council assets on infill development rather than on green belt	18 sites currently committed in programme	4 garage sites disposed to WGCHA, Elizabeth Close complete, Cherry Way on site,
Reduction in ASB in targeting sites and safety and security for local residents improved	Local residents, WHCHT tenants, police service	Architect, police arch liaison officer, contractor, RPs	Evidence from street wardens and police - Design led improvements	stats from Police, less neighbour complaints	
High quality residential homes built for local people	WHCHT, WHBC residents	Employers Agent, Architect, contractor, RPs	Housing Quality Indicators	No of homes in pipeline - 129	3 flats complete
Public realm extended and enhanced through new development	Local residents	Planners, RPs		n/a	
All newly constructed homes designed to Lifetime Home Standard inclusive access	WHCHT tenants	Architect, contractor, employers agent, RPs	Lifetime Home results Code for Sustainable Homes results	Code Level 3/4 and 100% Lifetime Homes	All sites to achieve at least Code 3, 2 Council schemes to achieve 100% Lifetime Homes, wheelchair units to be submitted
Income to the Council through the use of Building Control	Planning, architects, contractors	WHBC, architects, planners		n/a	
Ability to build unit types not normally built by a developer - wheelchair units, bungalows	WHCHT, WHBC residents	Planners, WHCHT, RPs	Possible release of family accommodation if target under occupation	no of bungalows - 6 - no of wheelchair standard units - 1	1 bungalow purchased, Planning applications to be submitted for bungalows and wheelchair units
Consultation with local residents	WHBC	Planners, architects, contractors, RPs	Improvements for local residents	n/a	All RPs and council attended resident consultation events
Reduction in fuel poverty for tenants in new build homes	WHBC tenants	WHCHT, HCC, RPs	Code level, HCA standards, HQIs, bills reduced	n/a	

Benefits associated with grant funding to RPs					
Best value obtained for land disposals	WHBC Resources dept	Corporate Property, Planners, RPs	Capital receipts achieved	n/a	
Additional investment to the Borough by tapping into RPs resources/finance	WHBC, RPs	RPs, financial institutions	£s invested by RPs	n/a	4 sites disposed to WGCHA to invest 70% funding
Benefits associated with Open Market Purchase					
Ability to purchase homes to meet specific needs - such as families with a member with a disability	WHCHT, WHBC residents	HCC OTs, WHCHT, estate agents	Numbers purchased	n/a	
Purchase of homes in poor repair and bringing them up to a Decent Homes Standard	WHCHT, WHBC residents	WHCHT, Mears, Corporate property	Numbers purchased	OMP target committed	22 purchased
Support the local housing market by purchasing bottom of the chain properties	WHBC residents and local business	WHCHT, estate agents, Corporate Property	Value for money in homes purchased	n/a	22 purchased
Purchase of long term empty properties	WHBC	WHCHT, Corporate property, Mears	Number of homes purchased	n/a	
Vacant HMO properties being brought back into family accommodation	WHCHT residents, local residents and WHBC residents	Private sector housing team, Mears, WHCHT	Number purchased	current numerical target - 10	9 HMOs purchased

Appendix A

Appendix B

Affordable Housing Programme – Delivery Plan (2016 to 2021)*

Year	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Committed Schemes						
Council ownership						
Open Market Purchase	37					37
Garden Avenue	22					22
Furzen Crescent		7				7
Registered Provider						
Phase Two garage site programme		21				21
Open Market Purchase	18					18
Pipeline (short term)						
Council ownership						
Open Market Purchase		15				15
Little Mead		7				7
Northdown Road		16				16
Registered Provider						
Open Market Purchase						
S106 added value			10			10

Pipeline (long term)						
Council ownership						
Stock remodeling (including sheltered housing review)				30	50	80
Open Market Purchase			15	15	15	45
S106 added value				20	20	40
New sites			9			9
Cash Incentive Scheme		5	5	10	10	30
New build (HRA land)				10	10	20
Buyback and rehouse scheme				5	10	15
Registered Provider						
Open Market Purchase		5	5	5	10	25
S106 added value			10	10	10	30
Windfall sites				20	20	40
Office to residential				10	10	20
Phase Three garage programme				20		20
Total	77	76	54	155	165	527

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*72 homes delivered already by May 2016

Part I

Item No: 8(b)

Main author: Tracy Fortune
and Pam Kettle

Executive Member: Cllr Duncan Bell
All Wards

**WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)**

ADJUSTMENT TO CAPITAL ROLL FORWARD BUDGETS 2015/16 INTO 2016/17

1 Executive Summary

- 1.1 To provide Cabinet with information on the recommended changes to the 2015/16 and 2016/17 Capital programme.
- 1.2 The capital budget roll forwards into 2016/17 were approved by April 2016 cabinet. This report highlights the changes required by budget managers as a result of updated information from the closure of the account process. It should be noted that the adjustment to roll forward is not an additional budget request for 2016/17, it is merely re-profiling of budgets between 2015/16 and 2016/17.

2 Recommendation(s)

- 2.1 Members approve the adjustments to the 2015/16 and 2016/17 capital budgets.

3 Explanation

- 3.1 Adjusting the rolled forward budgets: Capital r/fwd into 2016/17 was £16.693M. (Approved in April 2016). Proposed adjustment to the 2016/17 budget is an increase of £0.841M. The Capital Roll forward adjustment report shows the request's from managers to adjust their roll forwards to meet their expenditure requirements in 2016/17. (see Appendix A)

4 Legal Implication(s)

- 4.1 There are no direct legal implications arise from this report. However, virtually all projects will require legal input into procurement and contractual documentation.

5 Financial Implication(s)

- 5.1 Adjustment to capital budget roll forwards reflects an increase of £0.841M in 2016/17. A full list is contained in Appendix A.

6 Risk Management

- 6.1 A risk assessment has been prepared in relation to the effectiveness of controls on budget monitoring. The concern is that the desired policy objectives, as set out in the Asset Plan and Capital Strategy, have not been met within time scale. As a result of the additional balances on the fund, that are available for investment, there is reduced risk of loss of investment income. It is recommended that in order to reduce the risk of further under spends, that additional emphasis is placed on high risk budget areas in future capital monitoring reports leading to stronger action planning.

7 Security & Terrorism Implication(s)

- 7.1 None

8 Procurement Implication(s)

- 8.1 None

9 Climate Change Implication(s)

- 9.1 There are no climate change implications inherent in this report.

10 Link to Corporate Priorities

- 10.1 I confirm that the subject of this report is linked to the Council's Corporate Priority "Engage with our communities and provide value for money", and specifically to the achievement of "minimising the level of council tax by delivering value for money services". Individual capital schemes are also linked to the Council's corporate priorities.

11 Equality and Diversity

- 9.1 Equality Impact Assessments (EIA) will be carried out in connection with the projects that are set out in the capital programme, and as part of the detail reports to be presented by scheme managers.

Name: Pam Kettle

Title: Director (Finance and Operations)

Date: 16th May 2016

Attached Reports: Appendix A – Capital Roll Forwards 15/16 into 16/17 - adjustments

Capital Roll Forwards 15/16 into 16/17 - Adjustments

Appendix A

Capital Project	Project description	Current Budget 2015/16 £	Total Actual £	Final Variance to Current Budget £	Comments on major variances	R/fwds into 2016/17 (Approved April 2016) £	Adj to R/fwds £
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Director (Finance and Operations)

C0719	Upgrade to Agresso verion 5.7	15,000	7,300	7,700	budget required to pay for final works in 16/17	85,000	7,700
Total Finance Manager							7,700.00
C0270	Highview Shops	110,000	93,153	16,847	budget required to pay for final works in 16/17	179,500	16,850
C0499	HTC Regeneration Phase 2 (sainsburys receipt funded)	995,500	617,435	378,065	budget required to pay for final works in 16/17	1,122,000	378,070
C0510	CE Offices	1,601,360	1,563,546	37,814	budget required to pay for final works in 16/17	175,000	37,820
C0511	Salisbury Square redevelopment	20,500	25,315	(4,815)	adj required to put back budget into 15/16 to cover salary costs tfd at year end.	15,000	(4,820)
C0585	Hatfield Town Ctr Phase 2 Fees/Charges (Sainsburys receipt funded)	184,370	123,873	60,497	budget required for continuing fees for HTC in 16/17	0	60,500
C0595	Ground Remediation at Hatfield town Centre - Wellfield Road	28,250	12,884	15,366	budget required to pay for final works in 16/17	78,000	15,370
C0714	HTC Arcade canopy works (Sainsburys receipt funded)	291,600	282,392	9,208	budget required to pay for final works in 16/17	0	9,210
C0722	Hunters bridge car park lift refurbishment	24,550	12,275	12,275	budget required to pay for final works in 16/17	0	12,280
C0737	HTC fees for redevelopment in 15_16	100,000	70,037	29,963	budget required for Robert Noble fees for HTC ords 2102495 2104565 in 16/17	0	29,960
C0743	HTC WLH Flat Refurbishments	586,000	495,595	90,405	budget required to pay for final works in 16/17	414,000	90,410
C0744	Campus East Council Chamber	449,000	361,809	87,191	budget required to pay for final works in 16/17	160,000	87,530
C0750	HTC Acquisition of 17c	230,000	0	230,000	budget required for purchase in 16/17	70,000	230,000
Total Corporate Property Manager							963,180.00
C0259	PLAN Off Street Parking	215,490	230,960	(15,470)	adj required to put back budget into 15/16 to cover costs in 15/16	75,000	(15,470)
Total Environment Manager							(15,470)
Total Director (Finance and Operations)							955,410

Director (Strategy and Development)

C0599	Replacement of Fastplanning, Fastcontrol and Fastcharges	53,000	34,125	18,875	budget required to pay for final works in 16/17	227,000	18,880
Total Planning Manager							18,880.00
C0733	KGV Football Pitches to be built in new location.	150,000	0	150,000	A full quotation has now been received from installing a netting system inside two of the playing pitches along with removing and relocating the two other pitches to another site within the borough. Discussions ongoing with the Leadership and the Public Health team here. Final decision may not be made until after May so the funding is to roll forward into 2016-17.	200,000	150,000
Total Finesse Services							150,000.00
C0352	HSG External refurbishment of Queensway House	251,500	243,084	8,416	budget required to pay for final settlement in 16/17	100,000	8,420
C0571	CCTV upgrades (WGC, Urban and Hatfield)	94,390	87,539	6,851	budget required to pay for final works in 16/17	5,610	6,850
C0573	Affordable Housing Programme	5,461,910	6,042,796	(580,886)	adj required to put back budget into 15/16 to cover costs in 15/16	10,077,580	(588,890)
Total Housing and Community Managers							(573,620)

Capital Project	Project description	Current Budget 2015/16 £	Total Actual £	Final Variance to Current Budget £	Comments on major variances	R/fwds into 2016/17 (Approved April 2016) £	Adj to R/fwds £
C0294	HSG MEARS Contract	7,362,980	7,288,398	74,582	budget required to pay for final works in 16/17	679,000	74,580
C0295	HSG Aids and Adaptations	717,620	577,688	139,932	budget required to pay for final works in 16/17	305,000	139,930
C0299	HSG Insulation Improvements	38,800	20,911	17,889	budget required to pay for final works in 16/17	0	17,890
C0300	HSG Carbon Monoxide (committed from 11/12)	89,700	87,617	2,083	budget required to pay for final works in 16/17	0	2,080
C0301	Gas Central Heating Replacement Program	2,038,800	1,956,632	82,168	budget required to pay for final works in 16/17	152,000	82,170
C0408	Other Contractors MRA Schemes	125,000	158,331	(33,331)	budget required to pay for final works in 16/17	168,690	(33,330)
C0704	Door entry systems	466,400	464,626	1,774	budget required to pay for final works in 16/17	31,000	1,770
C0706	Energy improvement works	15,000	10,226	4,774	budget required to pay for final works in 16/17	243,300	4,770
Total Trust Managed Services							289,860.00
Total Director (Strategy and Development)							(114,880)
TOTAL							840,530

Agenda Item 9a

Part I
Item No: 9(a)
For Decision

WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016

Recommendation from the Environment Overview and Scrutiny Committee on 4 April 2016:-

Northaw Great Wood Local Nature Reserve Management Plan – adoption of the revised Plan (Minute 58)

The report of the Director (Governance) informed the Committee that following their approval on 21 September 2015 (vide Minute 24) of the draft of the third plan period (2015-20) of the Northaw Great Wood management plan public consultation had taken place for six weeks during November and December, closing on Friday 4 December.

Members noted that no comments had been received on the draft and so the plan was being re-submitted to the Committee for endorsement.

RESOLVED

That the Cabinet be recommended to adopt the revised management plan for Northaw Great Wood Local Nature Reserve 2015-2020 as set out as an appendix to the report of the Director (Governance) and to agree that the plan be forwarded to the Forestry Commission and to Natural England for approval.

(Note: Please click on link below to access the Appendix).

http://democracy.welhat.gov.uk/documents/s958/2016.04.04_Item%2008_%20Northaw%20Great%20Wood%20App%201.pdf

http://democracy.welhat.gov.uk/documents/s959/2016.04.04_Item%2008_NGW%20-%20App%202.pdf

http://democracy.welhat.gov.uk/documents/s960/2016.04.04_Item%2008_NGW%20-%20App%203.pdf

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WELWYN HATFIELD BOROUGH COUNCIL
ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE – 4TH APRIL 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

**NORTHAW GREAT WOOD LOCAL NATURE RESERVE MANAGEMENT PLAN
2015-2020**

1 Executive Summary

- 1.1 A draft management plan for the next plan period was written during 2015 and was available for public consultation during autumn.
- 1.2 No comments were received so the plan is being returned without alteration to EOSC for its approval.

2 Recommendation(s)

- 2.1 To recommend to Cabinet the adoption of the revised management plan for Northaw Great Wood Local Nature Reserve 2015-2020.
- 2.2 To forward the plan, once adopted, to the Forestry Commission and to Natural England for approval.

3 Explanation

- 3.1 Northaw Great Wood is a Site of Special Scientific Interest (SSSI) the appropriate management of which is enforced by Natural England (NE) through Section 55 of the Natural Environment and Rural Communities (NERC) Act 2006.
- 3.2 In 2005, the council entered into a management vision for Northaw Great Wood with the Forestry Commission, setting out a proposed management concept for twenty-five years. This twenty-five year vision was broken down into 5-year plan periods, the second of which for the period 2010-2015 expired in 2015.
- 3.3 At its meeting on 21st September 2015, EOSC approved the draft of the third plan period (2015-20) of the Northaw Great Wood management plan for a six-week consultation. This took place during November and December, closing on Friday 4th December.
- 3.4 The plan was available for consultation via the consultation portal on the council's website. No comments or objections were received.

4 Link to Corporate Priorities

- 4.1 The subject of this report is linked to the Council's Corporate Priority 'Protecting and Enhancing the Environment' and specifically to the achievement of Maintaining and Improving our Green Spaces and is linked to a statutory requirement under Section 55 of the Natural Environment and Rural Communities (NERC) Act 2006.

5 Legal Implications

- 5.1 Within s55 of the NERC Act 2006, Natural England has the power to enforce the appropriate management of SSSIs. If the council fails to act responsibly towards the

management of the wood, NE has the power to enforce suitable management through the use of warning letters, formal investigations and prosecutions.

6 Financial Implications

- 6.1 There are no financial implications. Work proposed in the management plan will be funded out of existing budgets and/or by woodland improvement grants available from Defra.

7 Risk Management Implications

- 7.1 There is a risk that failure to undertake proper management of the wood would prejudice the council's reputation through Natural England exposing inaction on our part.

8 Security and Terrorism Implications

- 8.1 There are no security or terrorism implications.

9 Procurement Implications

- 9.1 There are no procurement implications.

10 Climate Change Implications

- 10.1 There are no climate change implications implicit in this report's recommendation.

11 Policy Implications

- 11.1 The adoption of the revised management plan is included under Priority 2 'Protect and Enhance the Environment' and Focus 4 'Help to Build a Strong Local Community' as set out in the Council's Business Plan 2015 -18.

12 Equalities and Diversity

- 12.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the recommendations in this report.

- 12.2 Management at Northaw Great Wood will continue to support access for local residents, families and the less mobile within the expectations imposed by ground conditions characteristic of natural woodlands.

Name of author	Chris James ext 2418
Title	Landscape Officer
Date	10 th March 2016

Background Papers: None – no changes to draft plan previously distributed

Appendices: None

WELWYN HATFIELD BOROUGH COUNCIL
CABINET –14 JUNE 2016

Recommendation from the Environment Overview and Scrutiny Committee on 4 April 2016:-

Sherrardspark Wood Management Plan – adoption of the revised Plan (Minute 59)

The report of the Director (Governance) informed the Committee that following their approval on 21 September 2015 (vide Minute 25) of the draft of the third plan period (2015-20) of the Sherrardspark Wood management plan public consultation had taken place for six weeks during November and December, closing on Friday 4 December.

One comment had been received in response to the consultation concerning the location of a possible incidence of ash dieback disease. Members noted in this respect that they had considered a report at their meeting on 25 January 2016 (vide Minute 45) focussing on tree pests and diseases and, in particular, the potential threat from ash dieback disease throughout the borough. The plan was being re-submitted to the Committee for endorsement.

In response to a question by a Member about Rights of Way, the Committee was informed that these were way marked but that because Sherrardspark Wood was a site of special scientific interest visitors were encouraged to use the managed path network which was thought to provide reasonable access.

RESOLVED

That the Cabinet be recommended to adopt the revised management plan for Sherrardspark Wood Local Nature Reserve 2015-2020 as set out as an appendix to the report of the Director (Governance) and to agree that the plan be forwarded to the Forestry Commission and to Natural England for approval.

(Note: Please click on link below to access the Appendix).

http://democracy.welhat.gov.uk/documents/s961/2016.04.04_Item%2009_%20Sherrardspark%20Wood%20-%20App%201.pdf

http://democracy.welhat.gov.uk/documents/s962/2016.04.04_Item%2009_Sherrardspark%20Wood%20LMP%20-%20App%202.pdf

http://democracy.welhat.gov.uk/documents/s963/2016.04.04_Item%2009_Sherrardspark%20Wood%20-%20App%203.pdf

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WELWYN HATFIELD BOROUGH COUNCIL
ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE – 4 APRIL 2016
REPORT OF THE DIRECTOR (GOVERNANCE)

**MANAGEMENT PLAN FOR SHERRARDSPARK WOOD LOCAL NATURE RESERVE
(LNR) 2015-2020.**

1 Executive Summary

- 1.2 A draft management plan for the period 2015-20 was written during 2015 and was available for public consultation during the autumn.
- 1.3 No major alterations were necessary so the plan is being returned to EOSC for its approval.

2 Recommendation(s)

- 2.1 To recommend to Cabinet the adoption of the management plan for Sherrardspark Wood Local Nature Reserve 2015-20.
- 2.2 To forward the plan, once adopted, to the Forestry Commission and to Natural England for approval.

3 Explanation

- 3.1 Sherrardspark Wood is a Site of Special Scientific Interest (SSSI) the appropriate management of which is enforced by Natural England (NE) through Section 55 of the Natural Environment and Rural Communities (NERC) Act 2006.
- 3.2 In 2005, the council entered into a management vision for Sherrardspark Wood with the Forestry Commission, setting out a proposed management concept for twenty-five years. This twenty five-year vision was broken down into 5-year plan periods, the second of which for the period 2010-2015 expired in 2015.
- 3.3 At its meeting on 21st September 2015, EOSC approved the draft of the third plan period (2015-20) of the Sherrardspark Wood management plan for a six-week consultation. This took place during November and December, closing on Friday 4th December.
- 3.4 The plan was available for consultation via the consultation portal on the council's website. One comment was received concerning the location of a possible incidence of ash dieback disease.
- 3.5 Committee members will recall a committee report on 25th January focussing on tree pests and diseases and in particular the potential threat from ash dieback disease throughout the borough, presented by Oliver Waring, Tree Officer.

4 Link to Corporate Priorities

- 4.1 The subject of this report is linked to the Council's Corporate Priority 'Protecting and Enhancing the Environment' and specifically to the achievement of Maintaining and Improving our Green Spaces and is linked to a statutory requirement under Section 55 of the Natural Environment and Rural Communities (NERC) Act 2006.

5 Legal Implications

- 5.1 Within s55 of the NERC Act 2006, Natural England has the power to enforce the appropriate management of SSSIs. If the council fails to act responsibly towards the management of the wood, NE has the power to enforce suitable management through the use of warning letters, formal investigations and prosecutions.

6 Financial Implications

- 6.1 There are no financial implications. Work proposed in the management plan will be funded out of existing budgets and/or by woodland improvement grants available from Defra.

7 Risk Management Implications

- 7.1 There is a risk that failure to undertake proper management of the wood would prejudice the council's reputation through Natural England exposing inaction on our part.

8 Security and Terrorism Implications

- 8.1 There are no security or terrorism implications

9 Procurement Implications

- 9.1 There are no procurement implications

10 Climate Change Implications

- 10.1 There are no climate change implications implicit in this report's recommendation.

11 Policy Implications

- 11.1 The adoption of the revised management plan is included under Priority 2 'Protect and Enhance the Environment' and Focus 4 'Help to Build a Strong Local Community' as set out in the Council's Business Plan 2015 -18.

12 Equalities and Diversity

- 12.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the recommendations in this report.
- 12.2 Management at Sherrardspark Wood will continue to support access for local residents, families and the less mobile within the expectations imposed by ground conditions characteristic of natural woodlands.

Name of author	Chris James
Title	Landscape Officer
Date	10 th March 2016

Background Papers:	None
Appendix:	Table of Comments arising from Consultation

Part I

Item No: 12

Main author: Chief Executive

All Wards

WELWYN HATFIELD COUNCIL
CABINET – 14TH JUNE 2016
REPORT OF THE CHIEF EXECUTIVE

DRAFT ANNUAL GOVERNANCE STATEMENT FOR THE FINANCIAL YEAR 2015/16

1 Executive Summary

- 1.1 This report presents the Draft Annual Governance Statement for the financial year 2015/16 (attached at Appendix A), which has been compiled in accordance with the best practice set out in the CIPFA / SOLACE Guidance Framework “Delivering Good Governance in Local Government”.

2 Financial Implication(s)

- 2.1 There are none.

3 Recommendation(s)

- 3.1 That the Executive Board / Cabinet:-

- (a) considers and, once satisfied, approves the Draft Annual Governance Statement, which will also be presented to and considered by the Standards Committee (on 4th July) and the Audit Committee (on 25th July)
- (b) authorises the Chief Executive, in conjunction with the Leader of the Council, to make any subsequent amendments to the Draft Annual Governance Statement necessitated by the comments made by both the Standards and Audit Committees,
- (c) recommends its certification by the Leader of the Council and the Chief Executive.

4 Background

- 4.1 The preparation and publication of an annual governance statement in accordance with the CIPFA / SOLACE Guidance Framework is necessary to meet the statutory requirement set out in the appropriate regulations. The Annual Governance Statement (AGS) is the formal statement that recognises, records and publishes the Council’s governance arrangements.
- 4.2 Regulation 6(1)(a) of the Accounts and Audit (England) Regulations 2015 requires a local authority to conduct a review at least once a year of the effectiveness of its system of internal control and to include a statement on this review with any Statement of Accounts. Regulation 6(1)(b) requires that for a local authority in England that the statement is a governance statement.

4.3 Proper practices require the AGS should include:-

- an acknowledgement of responsibility for ensuring there is a sound system of governance (incorporating the system of internal control)
- an indication of the level of assurance that the systems and processes that comprise the authority's governance arrangements can provide
- a brief description of the key elements of the governance framework, including reference to group activities where those activities are significant
- a brief description of the process that has been applied in maintaining and reviewing the effectiveness of the governance arrangements, including some comments of the role of:
 - the Council
 - the Cabinet
 - the Audit Committee, the Overview and Scrutiny function and the Standards Committee
 - the Internal Audit function
 - other explicit review / assurance mechanisms
- an outline of the actions taken, or proposed, to deal with significant governance issues, including an agreed action plan

5 Policy Implication(s)

5.1 There are none.

6 Risk Assessment

6.1 A risk assessment has not been prepared in relation to the proposals in this report as there are no significant risks inherent in the proposals.

7 Explanation

7.1 The CIPFA / SOLACE Guidance Framework emphasises that the AGS is a key corporate document. The most senior Member and the most senior officer have joint responsibility as signatories for its accuracy and completeness.

7.2 The signatories need to ensure that the AGS accurately reflects the governance framework for which they are responsible. In order to achieve this, they are likely to rely on many sources of assurance, e.g. Chief Officers, Members, Senior Managers and the Council's External Auditors and other review agencies.

7.3 As in previous years, the production of the AGS has been co-ordinated by the Governance Group, an officer group chaired by the Chief Executive in his capacity as Head of Corporate Governance.

7.4 The Group's membership also comprises:

- the Director (Governance) – the Council's Monitoring Officer
- the Director (Finance and Operations) – the Council's S151 Officer
- the Head of Resources
- the Head of Law & Administration – the Council's Deputy Monitoring Officer
- the Head of Policy & Culture
- the Head of Housing Strategy
- the Head of Public Health & Protection
- the Principal Governance Officer
- the Governance Services Manager
- the Risk & Resilience Manager

7.5 The Governance Group has considered the following sources of assurance:-

Internal

- existing policies and procedures
- internal review activity (at both Member and officer level)
- Directors' and Heads of Service's Management Assurance Statements
- the work of the Shared Internal Audit Service, Performance Management, Procurement and Risk Management

External

- the work of the Council's External Auditors

7.6 Members are asked to note that there is one Significant Governance Issue highlighted in the AGS for the financial year 2015/16

7.7 Members are also asked to note that the AGS is subject to review by the Council's External Auditors.

8 Equality and Diversity

8.1 An equalities impact assessment has not been carried out as there are no proposals within this report that are likely to have a differential impact on diverse communities.

Name of author	Michel Saminaden
Title	Chief Executive
Date	16 th May 2016

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**ANNUAL GOVERNANCE
STATEMENT FOR THE
FINANCIAL YEAR 2015/16**



SCOPE OF RESPONSIBILITY

1. Welwyn Hatfield Borough Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.
2. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
3. In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
4. This Governance Statement explains how the Council has maintained sound governance during the financial year 2015/16. Regulation 6 (1) (a) of the Accounts and Audit (England) Regulations 2015 requires a local authority to conduct a review at least once a year of the effectiveness of its system of internal control and to include a statement on this review with any Statement of Accounts. Regulation 6 (1)(b) requires that for a local authority in England that the statement is a governance statement.

THE PURPOSE OF THE GOVERNANCE FRAMEWORK

5. The governance framework, which has been in place for the financial year 2015/16 comprises the systems and processes as well as the culture and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads the community.
6. The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.
7. The system of internal control is a significant part of this framework and is designed to manage risk to a reasonable level. However, it cannot eliminate all risk of failure to achieve policies, aims and objectives and, therefore, can only provide reasonable and not absolute assurance of effectiveness.
8. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and to manage them efficiently, effectively and economically.

THE GOVERNANCE FRAMEWORK

9. The key elements of the systems and processes that comprise the Council's governance arrangements include:-

General

10. The Council has adopted the Leader and Cabinet style of political management under the Local Government Act 2000 and has a comprehensive Constitution to govern its actions and decision-making.
11. The Constitution sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to the local community. Some of these procedures are required by law, whilst others are adopted by the Council. The Constitution is reviewed annually and is available on both the Council's Website and eTeam pages.
12. The Council has an approved Local Code of Governance, which sets out and describes its commitment to good governance and identifies the arrangements that have been and will continue to be made to ensure its ongoing effective implementation and application in all aspects of the Council's work. The Local Code of Governance is available on both the Council's Website and eTeam pages.
13. The Council acknowledges its responsibility for internal control and for ensuring that its systems maintain the integrity of accounting records and safeguard its assets. These systems provide reasonable assurance as to the reliability of financial information and to maintain proper control over the income, expenditure, assets and liabilities of the Council. However, no system of internal control can provide absolute assurance against material misstatement or loss.
14. The Executive Board (comprising the Chief Executive and the three Directors) is aware of the financial and other procedures and controls outlined in the Constitution, and each Director and Head of Service is required to sign a declaration of compliance, in the form of a Management Assurance Statement, at the end of each year. Individual Heads of Service also ensure that their staff are aware of and consistently apply the requirements of the Constitution.

Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users

15. The Council's Business Plan currently runs to 2018. This sets out its corporate priorities and objectives for the Borough. These are currently set out under the headings of; maintaining a safe and healthy community; protecting and enhancing the environment; meeting the borough's housing needs; helping build a strong local economy and

providing value for money. The Plan also explains how the Council is engaging with our communities, structured and governed and how, together with the Medium Term Financial Strategy, all of its key resources are drawn together.

16. The Council oversees an annual community engagement programme which seeks the views of local residents and partner organisations on what is important in the Borough, and how its services are perceived in the community. These needs and aspirations are then used to inform how the Council's services are designed and delivered, and many of them are represented in the annual Business Action Plan targets and in individual Service Plan targets.
17. Community priorities and objectives are set out separately in a Community Strategy, which is led by local community partners within the Welwyn Hatfield Alliance, which is the Local Strategic Partnership for the borough. An updated Strategy is due to be approved and published in 2016-17 to complement new governance and structural arrangements that are in place for the Alliance
18. Partners within the Welwyn Hatfield Alliance participate in one of five working groups covering the agreed community priorities of health, economy, climate change, growth and infrastructure and deprivation and exclusion. Their work programmes rely on close partnership working to achieve locally set targets that improve overall quality of life in the Borough.
19. In doing this, the Council and its partners are able to coordinate their resources to make sure that as many locally identified needs as possible are addressed year on year.

Reviewing the Council's vision and its implications for the Council's governance arrangements

20. Annual reviews of the Council's priorities for the Borough mean that the published vision can evolve over time. This is particularly important in times of significant change in the financial or political environment within which the Council operates. The aim of the Borough's Vision is to safeguard and improve quality of life for everyone who lives in, works in or visits the area. New values which demonstrate what the Council considers to be important when dealing with local residents, businesses and other partners have been added for 2015-18. These are integrity, fairness, transparency and respect.
21. The Council's Business Plan will always form part of its governance arrangements. It is the only strategic document which fully encompasses Council priorities for the Borough, and integrates with other key documents such as the Council's Medium Term Financial Strategy. Collectively, these explain how we seek to make best use of our resources to support our service activities.

Measuring the quality of services for users, for ensuring they are delivered in accordance with the Council's objectives and for ensuring that they represent the best use of resources

22. Corporate targets are individually owned by the Council's service teams and are performance managed by the Executive Member, Director and Head of Service who are responsible for them. These are monitored and exception reported through quarterly meetings of an internal Performance Clinic attended by senior Councillors and Officers.
23. Chaired by the Leader, Deputy Leader and Chief Executive of the Council, the Clinic meetings provide an opportunity to discuss and debate progress towards corporate targets and to measure service performance across the suite of core performance indicators. In the case of under-performance, remedial action is identified against each target which falls behind schedule. This is then reported to the first available Cabinet meeting following completion of the Clinic meetings. Clinics also enable discussions to take place on related service matters impacting on the Council.
24. Performance Clinics also include a summary of financial and budgetary performance data for both capital and revenue spending. They also review complaints data for all services and local PR and media activity involving the Council.
25. Community targets, owned by individual partnerships and progressed through the working groups within the Welwyn Hatfield Alliance, are performance managed through meetings of its Executive Group.

Defining and determining the roles and responsibilities of the Executive, non-Executive, scrutiny and officer functions, with clear delegation arrangements and protocols for effective communication

26. The Council's Constitution sets out the roles and responsibilities of both Members and officers.
27. The Constitution includes Role Descriptions for all Councillors, the Leader, Deputy Leader, Cabinet Members, Lead Members and Chairmen of the Cabinet, the Overview & Scrutiny, Hackney Carriage, Development Management, Standards, Appeals, Complaints, Licensing, Liquor & Regulated Entertainment Licensing and the Audit Committee.
28. The Constitution also includes roles and responsibilities of the three statutory officers (i.e. the Chief Executive's role as the Head of Paid

Service, the role of the Director (Governance) as the Monitoring Officer and the role of the Director (Finance & Operations) as the S151 Officer), the Executive Board as well as Proper Officer Functions. Roles and responsibilities of officers are further defined in the job descriptions for each post.

Developing, communicating and embedding Codes of Conduct, defining the standards of behaviour for Members and officers

29. The Council's Constitution sets out:-
- The Code of Conduct for Members – this includes General Provisions, Interests and the Register of Members' Interests
 - The Local Code of Guidance for Members and Officers involved in Planning Matters – this includes conduct of Members and officers, Procedures for Committees considering Planning Matters, Site Visits by Members and by the Development Management Committee.
 - The Officers' Code of Conduct – this includes Standards, Disclosure of Information, Political Neutrality, Relationships, Employment, Outside Commitments, Equality, Separation of Roles during Tendering, Corruption, Use of Financial Resources, Hospitality, Register of Gifts and Hospitality, etc.
 - The Protocol on Member / Officer Relations – this includes the Principles underlying Member / Officer Relations, the roles of Members and Officers, the relationships between the Mayor and officers, the Leader and Members of the Cabinet and officers, the Chairmen and Members of Committees and officers, Officer relationships with Party Groups, etc.
30. A copy of the Constitution is given to each Member when they are first elected to the Council. Copies are also available on the Council's Website, eTeam pages and at Council offices, libraries and other appropriate locations.

Reviewing and updating standing orders, standing financial instructions, a scheme of delegation and supporting procedure notes / manuals, which clearly define how decisions are taken and the processes and controls to manage risks

31. Article 1 of the Constitution commits the Council to provide clear leadership to the community in partnership with others. It aims to enhance the involvement of citizens in decision-making and make the decision-making process efficient, effective and transparent and those involved in it, accountable.

32. There are monthly meetings of the Cabinet and fortnightly meetings of the Executive Board with each Director having clear terms of reference of the business they respectively conduct. There are also fortnightly meetings of the Heads of Service Team and joint meetings with the Executive Board during the year to discuss major projects being progressed by the Council.
33. Individual Cabinet Members meet monthly with Directors to consider the strategic direction, plans and progress of the Council as well as meeting quarterly at a formal Performance Clinic, where there is a strong internal challenge on performance from the Leader, Deputy Leader and the Chief Executive of the Council. Heads of Service also meet formally with their Cabinet Members on at least a monthly basis and at other times as required.
34. There is a realistic level of delegation in place, which permits the Council's business to be conducted as effectively as possible.
35. The Council's Forward Plan and Publication of Decision List provides the three Overview & Scrutiny Committees with proposed and recently made executive decisions, which are used in determining items for scrutiny.
36. The Constitution and the decision-making structures (both Members and Officers) are regularly reviewed to ensure that they are up-to-date, relevant, in line with good practice and fit for purpose. A complete review of these was conducted in 2015. All Members are issued with revised copies of the Constitution.
37. The Council has an approved Risk Management Strategy, which sets out:-
 - the key features of its risk management system
 - roles and responsibilities with regard to risk management
 - its overall approach to the management of risk
 - actions to embed the process in future periods
38. Both the Strategic and Service Risk Registers, which are maintained on the TEN Performance and Risk Management System, can be reviewed at any time by Directors and Heads of Service, and at least once every six months in April and October.
39. Strategic and operational risk information is included in the Performance Clinics and resulting updates are reported to the Executive Board, the Cabinet as well as the Audit Committee

Undertaking the core functions of an Audit Committee

40. The Audit Committee has Terms of Reference, which are included in the Council's Constitution and regularly reviewed to ensure compliance with recognised best practice - the CIPFA publication "Audit Committees : Practical Guidance for Local Authorities".
41. It is recognised that, in order to effectively discharge these responsibilities, the Audit Committee may require any officer to attend meetings of the Committee so it may receive explanations regarding any matter that it is considering.
42. At the beginning of each financial year, the Committee establishes a Work Programme as well as a Training & Development Programme and, at the end of each financial year, it receives a report from officers setting out its performance against both Programmes.

Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful

43. The Council has a full range of policies and procedures and places great emphasis on compliance with these, as well as with the law and other external regulations. Compliance is achieved through the following mechanisms:-

Members

Code of Conduct, Role Descriptions, Training & Development and Declaration of Interests

Employees

Code of Conduct, Job / Person Specification, Appraisals, Team Meetings and Training & Development

Other

- The Constitution and other policies and procedures are available on the Council's Website, eTeam and as hard copy
- Officers prepare timely reports to all of the Council's decision-making bodies (including the Cabinet, the Audit Committee and the Executive Board) on statutory requirements and proposals regarding their implementation
- Standard report formats require officers to consider legal, financial, risk management, security and terrorism, procurement, climate change and equality & diversity implications together with the links to corporate priorities.

- The work of the internal audit service which assists the statutory officers in discharging their duties effectively
- The work of the Council's External Auditors, which provides an opinion on compliance to Members and officers as well as to the Council's other stakeholders

Whistle-blowing and receiving and investigating complaints from the public

44. The Council has an external and an internal Whistleblowing Telephone Number as well as a Whistleblowing email address. The Employee Whistleblowing Policy is available on both the Council's Website and eTeam pages. The policy has recently been updated.
45. The Policy covers any malpractice or wrongdoing by any Member or employee of the Council as well as any contractor, supplier, consultant or partner of the Council in the course of their work for the Council.
46. The Council currently operates a 3C (Compliments, Comments and Complaints) system which enables all services to log and respond to customer feedback in a clear and consistent manner. Complaints data is now extracted from Lagan and reported through the Performance Clinics on a quarterly basis. This is supplemented by customer intelligence derived from the Council's Contact Centre database, known as Lagan, which creates and maintains a call history from all customers.

Identifying the development needs of Members and senior officers in relation to their strategic roles, supported by the appropriate training

47. The Constitution states that the Council's Standards Committee is responsible for training and advising Councillors on the Code of Conduct. One of the key accountabilities of the Chairman of the Standards Committee is to ensure that all Members and co-opted voting Members of the Council and the Town and Parish Councils within the Council's administrative area have undergone standards training.
48. Induction training is provided for all new members shortly after their election to the Council. New Members of both Licensing & Regulated Entertainment and the Development Management Committee (and any substitutes) have to attend mandatory training before they can attend the Committees. In addition, refresher training will be provided for all Committee Members and substitutes every six months.
49. The Annual Report to Council (May 2016) highlights that attendance at member development events has continued to increase and has

covered such topics as dementia awareness, chairing skills, personal safety, emergency planning, local government finance and an immigration workshop. Events were also held jointly through the Hertfordshire Member Development Network.

50. Members and staff have received the appropriate training in relation to section 11 of the Children's Act 2004, which relates to safeguarding including training on safeguarding vulnerable adults.

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation

51. The Council co-ordinates an annual community engagement programme which deploys a range of consultation methods at a local level. These include online surveys with a Borough Panel, public meetings on local priorities at service level, online budget consultation "You Choose", liaison meetings with Town and Parish Councils, and attendance at local community events across the Borough to confirm our understanding of what residents and stakeholders have told us. Social media channels such as Facebook and Twitter have been added to this over recent years and their use as a means of communication and feedback with residents is steadily rising. The increasing use of interactive web pages and e-forms, where visitors can provide comments and make further service requests, is also used to enhance our customer intelligence data. Our website was updated in early 2014 so that it is now responsive to mobile devices such as tablets and smart phones. This is because the volume of customers who choose to contact us this way is increasing.
52. Feedback from the engagement programme informs budget and target-setting for the following financial year. This has become increasingly important following the imposition of a tough local government finance settlement for the period leading up to 2015.
53. The government has included a duty on local authorities to respond to petitions in the Local Democracy, Economic Development and Construction Act 2009. The Act provides that people in all areas of England and Wales will be guaranteed a response from their council to both electronic and paper petitions. Citizens who are able to get the number of signatures specified in their council's petitions scheme will be guaranteed a public, full council debate on their concerns. If the petition organiser does not believe the council's response to their petition is adequate, they will have a new right to ask the appropriate overview and scrutiny committee to review the response.
54. The implementation of the Localism Act 2011 has also strengthened local democracy and promoted local accountability by public bodies such as the Council. This wide ranging Act has implications for the Council across the key areas of governance and standards, powers of

competence, community rights, and the delivery of planning and housing services. The Council has now developed a proportionate response to the Act so that communities who wish to take advantage of these new rights have unfettered access to do so.

55. All Council meetings can now be filmed, audio-recorded, photographed or reported electronically by the use of social media. This does not apply to sessions held in private. A purpose built Council Chamber is in the course of construction and will be in fully operational in June 2016.

Incorporating good governance arrangements in respect of partnerships and other group working and reflecting these in the Council's overall governance arrangements

56. The Welwyn Hatfield Alliance Executive Board meets on a quarterly basis to consider progress with major projects being delivered via the Alliance partners and to oversee the progress of the Task and Finish Groups, which are set up to deliver specific actions which meet the aims and objectives of the Community Strategy. Each year an Annual Conference is held with all Alliance partners around a key community theme. This is an opportunity to consult with partners on key issues and to agree joint priorities and objectives.

REVIEW OF EFFECTIVENESS

57. The Council has the responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control.
58. This review is informed by those Members and Officers, who have the responsibility for the development and maintenance of the governance environment:-
- the work of Members at Council, Cabinet, Overview & Scrutiny Committees, the Audit Committee and the Standards Committee
 - the work of the Governance Group
 - the annual Management Assurance Statements prepared by the Directors and Heads of Service relating to internal controls, performance and risk management within their areas of activity
 - the Head of internal audit Annual Report
 - reports made by the Council's External Auditors and other review agencies and inspectorates.

59. The Council

The Council comprises all 48 Members and, as a whole, takes decisions on budget and policy framework items as defined by the Constitution.

At the Annual Meeting (held in May 2015), the Council elected a Mayor and agreed Committee membership and representation from the Council on local organisations (known as Outside Bodies) for the forthcoming year. The Leader of the Council was also appointed at the Annual meeting following “all out” elections in May 2016. Other Members of the Cabinet are appointed by the Leader.

Each Council meeting has been open to the public, who can submit a question or petition to these meetings.

The Council met eight times during the financial year – Agendas, Supporting Papers and Minutes are available on both the Council’s Website and eTeam pages.

60. The Cabinet

The Cabinet has comprised seven Members from the majority political group throughout the financial year, is chaired by the Leader of the Council and provides leadership at a top level.

Each Executive Member of the Cabinet (except the Leader) has looked after an individual area of responsibility known as a portfolio of services; they have worked closely with the Directors and Heads of Service and developed an in-depth knowledge of their portfolio area.

A Cabinet Decision List has been published monthly. All Cabinet decisions have been taken in public apart from exceptions (such as personnel matters, commercially sensitive information or confidential legal advice). The public have been welcome to attend meetings of the Cabinet.

Officers are not able to put key decisions into practice until the ten day ‘call-in’ period has elapsed – except for those decisions taken under emergency procedures.

The Cabinet met fourteen times during the financial year – Agendas, Supporting Papers and Minutes are available on both the Council’s Website and eTeam pages.

61. The Overview and Scrutiny Committees

There are three Overview and Scrutiny Committees, whose remit is to scrutinise executive decision-making, whether through the call-in of

decisions before they are implemented or through the post-implementation scrutiny of decisions.

The aim of this system of scrutiny is to challenge executive decision-making in order to improve the quality of decision-making and to check the effectiveness of the systems of internal control. These Committees also add to the effectiveness of decision-making by carrying out policy reviews within their specific remits and engaging with other organisations and the public as appropriate.

The Environment Overview and Scrutiny Committee met four times during the financial year and dealt with a wide variety of matters in accordance with the Committee's Work Programme. The Committee's Annual Report to Council (May 2016) highlights the issues that it has considered such as:

Acceptable Hours For Construction Site Noise, Finesse Cemetery Performance Monitoring, Food Safety & Hygiene Plans, Gambling Act Policy Review, Food Safety Service Plan, Health & Safety Service Plan, Mardley Heath Management Plan, Northaw Great Wood Management Plan, Playground Strategy, Resilience Assurance, Staff Travel Plan, Sherrardswoodpark Wood Management Plan, Tree Pests & Diseases, Street Wardens Performance, Taxi Enforcement Operations, SERCO Quarterly & Annual Performance Reports, CP Plus Half Yearly & Annual Reports.

The Resources Overview and Scrutiny Committee met five times during the financial year and dealt with a wide variety of matters in accordance with the Committee's Work Programme. The Committee's Annual Report to Council (May 2016) highlights the issues that it has considered such as:

Complaints Monitoring, Employee Turnover, Enforcement Agents, Health & Safety Performance Report, 2015/16 Budget Reports, Revenue & Capital Budget Reports 2015/16,

The Social Overview and Scrutiny Committee met four times during the financial year and dealt with a wide variety of matters in accordance with the Committee's Work Programme.

The Committee's Annual Report to Council (May 2016) highlights the issues that it has considered such as:

Campus West Annual Report, Community Safety Partnership Annual Report, Dementia Work Update, Equalities & Diversity Update, Health Walks Scheme, Health Group Update, Housing Allocation Policy, Local Health Update, Museum Service Annual

Report, Performance Indicators, Private Sector Housing Stock, Public Health District Offer, Public Health & Wellbeing Strategy, QEII Hospital, Safeguarding Annual Report, Town Centres Review, Youth & Sports Partnership Annual Report, Youth & Sports Partnership Update

In addition, Scrutiny Sub-Committees have carried out work on the following:-

Council Tax Debt Recovery, SERCO Contract and Sport & Physical Activity Provision In The Borough's Schools.

62. The Audit Committee

The Audit Committee's Terms of Reference have been kept under regular review to ensure that they comply with those prescribed by the CIPFA publication "Audit Committees – Practical Guidance for Local Authorities".

The Committee has comprised five non-Executive Members (as required) and has met four times during the financial year – Agendas, Supporting Papers and Minutes are available on both the Council's Website and eTeam pages.

It substantially completed its Planned Work Programme, regularly receiving reports from:-

- The Council's External Auditors – Audit Results Report 2014/15, Annual Audit Letter 2014/15
- The Shared Internal Audit Service Internal Audit team – Quarterly Progress Reports, Annual Report 2014/15, and Annual Plan 2016/17
- The Head of Governance – Risk Management Progress reports, Draft Annual Governance Statement 2014/15
- The Head of Resources – Statement of Accounts 2014/15, Accounting policies update 2015/16 Statement of Accounts

63. The Standards Committee

The Standards Committee's Terms of Reference have been kept under regular review – the role and function of the Committee is, amongst other things, to promote and maintain high standards of conduct by Members and co-opted Members.

The Committee has comprised five Borough Council Members and one Non-Voting representative of the Welwyn Hatfield Association of Local Councils. It is chaired by a Borough Council Member. The Committee has been reconstituted in accordance with the Localism Act 2011. Three independent persons have also been appointed, who are not

members of the Committee but will be consulted on complaints that have been referred to the Hearing Sub-Committee

The Committee has met two times during the financial year – Agendas, Supporting Papers and Minutes are available on both the Council's Website and eTeam pages.

The Committee considered the Draft Annual Governance Statement 2014/15 and a revised whistleblowing policy along with a short guide to the new policy.

64. Senior Management

The Executive Board comprises the Chief Executive and three Directors – Finance & Operations, Governance and Strategy & Development.

Two of the three Directors have completed and signed off a Management Assurance Statement for the financial year 2014/15. The third has not been completed as this post has been vacant. Reporting lines have been temporarily reviewed so that the seven Heads of Service are split between the two directors. These Management Assurance Statements have been designed to require each Officer to certify the effective operation of the control environment in their service area – including arrangements for performance management and risk management.

The Director (Finance & Operations), in her capacity of Section 151 Officer has also confirmed that the authority's financial arrangements conform to the governance requirements of the CIPFA statement on the Role of the Chief Financial Officer in Local Government.

As a consequence, these Statements are key supporting documents in identifying any Significant Governance Issues.

Heads of Service Team (HOST) consists of seven officers covering Governance, Public Health & Protection, Policy & Culture, Planning, Resources, Housing & Community Services and Environment. The Heads of Service, who report to the Directors, have met on a fortnightly basis. Heads of Service have also completed management assurance statements for their service areas.

65. Governance Group

The Governance Group has been chaired by the Chief Executive, in his capacity as the Council's Head of Corporate Governance or, in his absence, by the Director (Governance).

The Group, which is accountable to the Executive Board and Cabinet, met five times during the financial year, regularly receiving reports from

each of its members covering Business Continuity, Emergency Planning & Risk Management, Ethics & Standards, Internal Control and Partnerships & Performance Management.

The Group has co-ordinated the preparation of this Annual Governance Statement as part of this process.

Agendas, supporting documentation and Minutes are held on the Governance Group pages of eTeam.

66. Internal Audit

Internal audit services have been provided by the Shared Internal Audit Service (SIAS). This arrangement was initially for three years but has been extended for a further two years. SIAS is a partnership of seven district and borough councils and Hertfordshire County Council. Internal Audit is an assurance function that provides an independent and objective opinion to the Council on its control environment – this comprises the systems of governance, internal control and risk management – by evaluating its effectiveness in achieving the organisation’s objectives.

SIAS has undertaken a Work Programme during the financial year, which was approved by the Audit Committee, and has sought to operate in accordance with the professional standards prescribed in the CIPFA Code of Practice.

In line with this Code, an Annual Report has been compiled and presented to the Audit Committee (at its meeting in July 2016), which:-

- includes an opinion on the overall adequacy and effectiveness of the Council’s internal control environment
- discloses any qualifications to that opinion, together with any reasons for the qualification
- draws attention to any issues which are judged particularly relevant to the preparation of the Annual Governance Statement.

This Annual Report is a key source document to the Council’s Annual Governance Statement.

Individual SIAS reports state whether or not there are any implications for the Annual Governance Statement. All reports issued have stated that there are no implications for the Annual Governance Statement.

All recommendations made by SIAS to strengthen the internal control environment and agreed by management are kept under review by the Audit Committee to ensure that they are implemented in a timely manner.

The Council's External Auditor regularly reviews the work of SIAS and, to date has placed reliance on their work.

SIAS have also recently completed a review of the Council's Corporate Governance arrangements predominantly aimed at ensuring that the Council has complied with the Transparency Code. The review identified some minor weaknesses but provided substantial assurance to the Council that the Code was being complied with.

67. Members' and Officers' Allowances & Expenses

Members' Allowances: These are reviewed annually by an Independent Remuneration Panel, whose report and recommendations are submitted to the Full Council for approval.

Officers' Allowances & Expenses: Allowances are stipulated by individual employment contracts, whereby the Human Resources Team instructs the Payroll Team as to the payment to be made.

Officers' Expenses are authorised for payment by employees' line managers and reimbursed via payroll.

Both Members' and Officers' Allowances & Expenses are subject to periodic review by SIAS to ensure that the internal controls in operation are both adequate and effective.

68. Performance Management

The Council's Policy and Communications Team oversees the corporate approach to target setting and performance management across the organisation.

Since the ending of the Comprehensive Area Assessment in 2010, the Council has continued to develop its performance and risk management framework based around local need to bring more consistency and rigour to the delivery of its services.

The Council's Annual Report is produced every autumn and uploaded to the Council's website. A summary is also published in the community newsletter which is delivered to every household in the borough. This helps residents to understand what has been achieved and what is planned for the future.

Every Service produces its own Service Plan on an annual basis using an agreed template to help it set and review targets for its service.

Many targets agreed with individual employees as part of their Appraisal are reflected in these Service Plans.

69. Procurement

The Council aims to use its resources efficiently, effectively and economically in the procurement of goods, and services. This is underpinned by Contract Procedure Rules that are regularly updated by the Procurement Manager.

New EU procurement Legislation continues to be brought into UK law that provides more rights to aggrieved suppliers to challenge the award of contract. Training has been provided to officers on the introduction of this legislation and how procurement projects can be operated to mitigate the risk of legal challenge

Electronic tendering is being fully rolled out which will provide a full management/audit trail of all operations and communications throughout the procurement process.

The Procurement Section has continued to deliver savings for the Council through a number of procurement projects and continues to be lead authority for the selling of recyclates across Hertfordshire that has delivered substantive additional income.

70. Risk Management

The Risk and Resilience function supports the Council in meeting its obligations under the Civil Contingencies Act 2004, including emergency planning and business continuity management. It also provides advice and support under the Health & Safety at Work Act 1974 and associated regulations, along with general corporate risk management support.

A recent review by SIAS concluded that the Council had a sound risk management strategy in place with a particular strength of the RM process being the oversight and challenge role undertaken through the performance clinic process.

71. Treasury Management

The Treasury Management & Annual Investment Strategy is updated annually and, for 2015/16, was approved by the Cabinet and Full Council in January and February 2015 respectively.

The strategy continues to place the emphasis on security rather than yield. Risks are spread by limiting the size and duration of investments.

Treasury Management is subject to an annual review by SIAS and the most recent report provided full assurance (the highest assurance

level) that there are effective controls in operation for those elements covered by the review and provided good levels of assurance to support the Council's Annual Governance Statement.

72. The External Auditor's Annual Audit Letter 2014/15

This document which was presented to the Audit Committee at its meeting in August 2015, summarises the External Auditor's findings from the 2014/15 audit, which comprises two main elements:-

- the audit of the Council's financial statements
- an assessment of the Council's arrangements to achieve value for money in its use of resources

The External Auditor's key messages were:-

Audit opinion and financial statements

"In our view, the quality of the process for producing the accounts, including the supporting working papers was generally good. I have therefore issued an unqualified opinion on the Authority's 2014/15 financial statements included in the Authority's Statement of Accounts"

Value for money

"We consider whether the Council had proper arrangements in place for:

- securing financial resilience
- challenging how it secures economy, efficiency and effectiveness

We issued an unqualified value for money conclusion on 12th August 2015."

SIGNIFICANT GOVERNANCE ISSUES

73. The Governance Group have agreed that, following the review of the effectiveness of the Council's governance framework including the system of internal control, that there was one significant governance issue to be raised in this Annual Governance Statement.

74. A group of Property Search companies were seeking to claim refunds of fees paid to the Council to access land charges data. Negotiations have taken place to settle these claims. The Council has now settled all existing claims but the outstanding interest and costs of those claims have NOT yet been settled. A range of likely values of what the outstanding interests and costs has been formulated, but it is too early

to confirm any actual sums. The Council has also received a contribution from central government in this year, towards this new burden. It still remains possible that additional claimants may come forward to submit claims for refunds, but none have been intimated at present.

A shared management project with Broxbourne started in 2015 and is continuing.

The Council and the Welwyn Hatfield Community Housing Trust have made the decision to share senior management arrangements including, inter alia, sharing a Chief Executive, Directors and Heads of Service. The Council and Trust are currently working through the processes needed to implement the changes necessary.

CERTIFICATION

75. We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Cabinet, the Audit Committee, the Standards Committee and the Governance Group and the plan to ensure continuous improvement of the system is in place.
76. We propose over the coming financial year to take steps to further enhance our governance arrangements. We will continue to monitor our governance arrangements until the time of the next annual review.

Signed: **Councillor John Dean**
Michel Saminaden **Leader of the Council**
Chief Executive

Dated:

Part I

Item No: 13

Main author: Mike Storey

Executive Member: Roger Trigg

Hatfield Central Ward

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

HATFIELD TOWN CENTRE – STOPPING UP ORDERS

1 Executive Summary

- 1.1 The purpose of this report is to clarify the position affecting the public realm in Hatfield town centre. The Council (WHBC) has three options:
- A. It can regenerate the public realm but ownership remains with Hertfordshire County Council (HCC). WHBC can either negotiate to carry out the improvements for HCC or try to persuade HCC to carry out the works at WHBC's cost. Either way, HCC would then be entitled to a capital payment in return for them maintaining the area.
 - B. It can look to obtain a brand new stopping up order for the area it wishes to improve.
 - C. It can look to get the surface "Dedicated" to WHBC to go with the sub-soil the Council acquired through Compulsory Purchase Order in 2011. The works could then be carried out against a temporary traffic regulation order.

2 Recommendation(s)

- 2.1 That, Cabinet decides which of the three options, if any, it wishes to pursue. Officer's preference would be for Option C if possible but, if legal advice doesn't support this route then Option B for the control it gives to WHBC over this.

3 Explanation

- 3.1 As part of the town centre improvements being carried out in Hatfield by the Council, it is proposed to update the public realm. However, as the area may be still affected by highway rights, the responsibility for carrying out any works, would rest with HCC, though, if anything is to be done, the onus of funding the works would probably rest with the Borough. In that eventuality, WHBC would have little say over how the public realm is maintained into the future. If WHBC wish to retain control over how the improvements it has paid for are maintained in the future, this is probably not the best route to follow. This is **Option A.**
- 3.2 In the event that WHBC would like full control over the works to the public realm, securing a stopping up order to extinguish those highway rights is a pre-requisite of being able to deliver the improvements and to ensure that they are maintained to a required standard in the future. Securing an Order requires an existing planning consent; prior to such a consent an Order is designated as "Draft". Whilst the Stopping Up process is "free" (there are always costs) and theoretically only takes 13 weeks to secure, (once planning consent is in place) this doesn't hold good if the Order faces unresolved objections. In that

eventuality, the solution to the objections would be to have a public enquiry. These usually take 6-12 months to arrange and the Council would need to consider a budget of between £30 - £50,000. A plan showing the plan from a stopping up order from 2008 is attached as appendix 1. **This is Option B.**

- 3.3 Alternatively, WHBC could explore having the surface “Dedicated” to its ownership by HCC. This would leave the highway rights in place just that they would not rest with HCC. The works could then be carried out against a temporary traffic regulation order (TTRO). Usually, a “Dedication” is limited to sub-soil rights but it is believed it should be possible for HCC to Dedicate the surface rights to WHBC. At this point, with all rights vested in WHBC, the works could be carried out and a TTRO. This carries a fee payable to HCC but this is usually “not significant”. The detail for this option is being considered by Pinsent Mason. **This is Option C**
- 3.4 For Options B & C, in considering any likely revenue growth, discussions with Environmental Services have indicated that most contracts can be amended at no additional cost to the Council for taking a higher level of control over the town centre. This includes adding snow cover to our contracts to replace the provision currently made by HCC.
- 3.5 The exception to this is likely to be a new liability for existing street lights in part of the town centre. These street lights will require regular structural checks and there will be a consequential increase in our electricity costs. However, the structural costs will be minimised as most of the subject lights are due to be replaced as part of the improvement works and Officers will explore the use of LED bulbs as a cheaper alternative for running costs; though the initial purchase price may be slightly higher.

Implications

4 Legal Implication(s)

- 4.1 Securing a fresh stopping up order takes about 13 weeks but is usually issued in draft format until a planning permission is received. There is no charge for the order provided there are no unresolved objections. If there are, this could result in a public enquiry being required.
- 4.2 Securing a Dedication requires the agreement of HCC.

5 Financial Implication(s)

- 5.1 Should the Council pursue Option B, there is the possibility that objections may be received from affected parties. Most should be resolvable but in the event there are unresolved objections, the standard solution is a public enquiry that could add up to 12 months to the process and could cost in excess of £30k and form part of the public realm improvement costs.
- 5.2 For Option C, to provide a degree of comfort in the face of any challenge on future title, the Council could consider taking out Title Indemnity Insurance. This will require a modest premium for which quotes would be obtained.
- 5.3 For all options, by taking control of the highway area, WHBC would become responsible for any costs of maintenance. Environmental Services have indicated that any increase in work may be incorporated into the existing SERCO contract at low or no cost.

- 5.4 The exception, would be any street lights in the relevant area where WHBC would become responsible for maintenance and the electricity the lighting used. However, under the public realm improvements, it is likely that most of the existing lighting columns would be replaced and LED lighting could be specified. This could be met from existing budgets.

6 Risk Management Implications

- 6.1 The risks related to this proposal are:
- 6.2 That the revenue growth resulting from WHBC taking over this area may be more than is currently indicated. Likelihood low, impact medium.
- 6.3 That a new order results in unresolved objections. This could require a public enquiry that could cost in excess of £30,000 and take over a year to resolve as it requires the Planning Inspectorate to appoint an inspector. This could hold up the public realm and may have an effect on other applications in the town centre that require any changes to public realm. Likelihood medium, impact, high.
- 6.4 Whilst it is believed to be a valid way forwards, if Option C is followed, the Council may find itself facing title challenges. The risks here could probably be mitigated by Title Indemnity Insurance.

7 Security and Terrorism Implication(s)

- 7.1 None

8 Procurement Implication(s)

- 8.1 None

9 Climate Change Implication(s)

- 9.1 None

10 Link to Corporate Priorities

- 10.1 The subject of this report is linked to the Council's Corporate Priority, to help build a strong local economy, and the achievement to revitalise our town centres and other shopping areas.

11 Equality and Diversity

- 11.1 An Equality Impact Assessment (EIA) has not been carried out in connection with the proposals that are set out in this report.

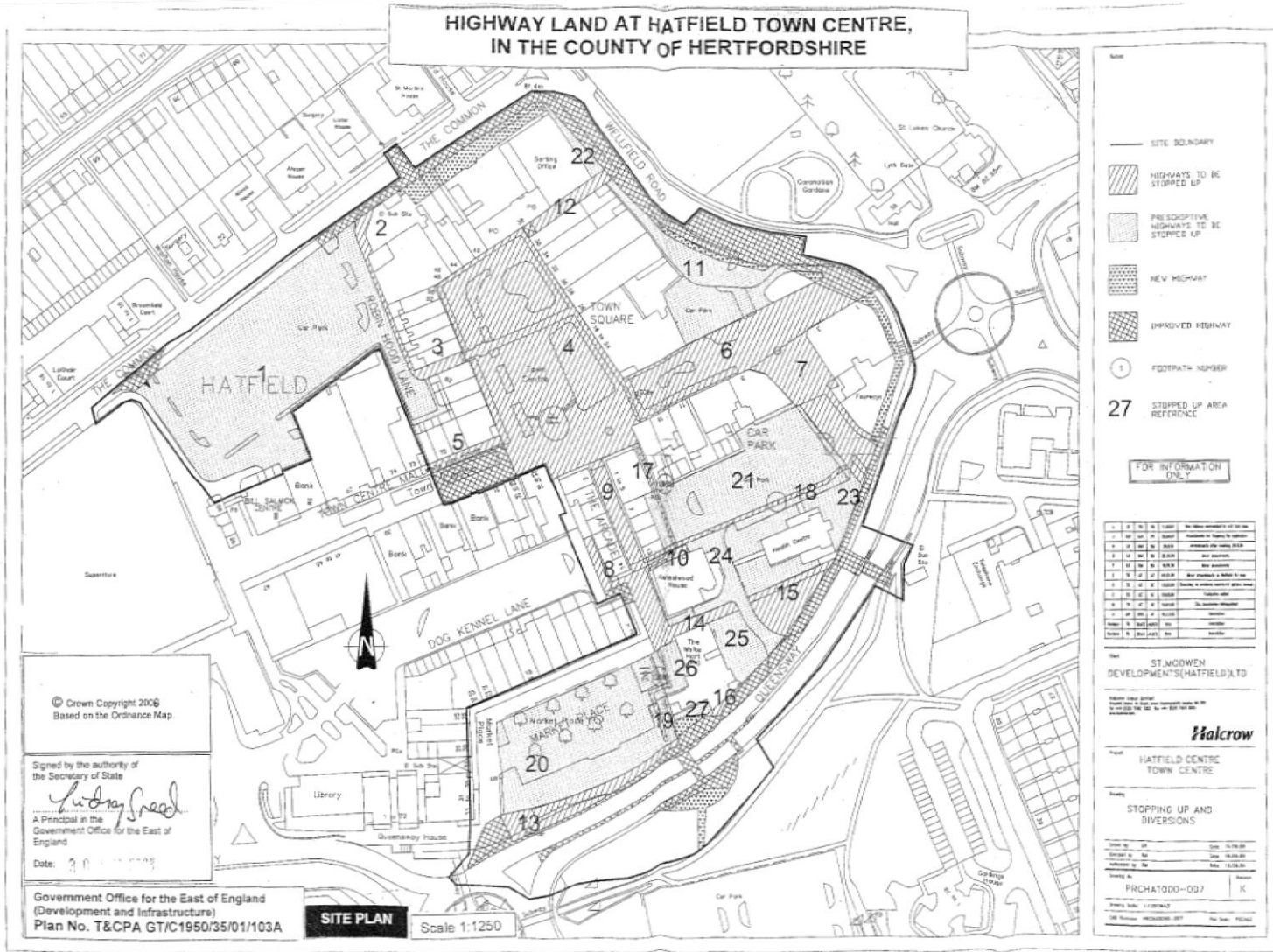
Name of author *(Mike Storey 01707 357457)*
Title *(Corporate Property Manager)*
Date *(16 May 2016)*

Background papers to be listed (if applicable)

Appendices to be listed

1 – The area Affected by the 2008 Stopping Up Order Hatfield Town Centre East

Appendix 1 – The Area Of The Proposed Stopping Up Order



Part I

Item No: 14

Main author: Thom Burn

Executive Member: Tony Kingsbury

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

COUNCIL'S ACHIEVEMENT LIST

1 Executive Summary

- 1.1 This report collates and summarises the council's key achievements and service improvements for Quarter 4 of 2015/16 (January-March 2016).

2 Recommendation(s)

- 2.1 That Cabinet notes the report and contents of the Achievements List.

3 Explanation

- 3.1 Appendix A highlights Welwyn Hatfield Borough Council and Community Housing Trust achievements taken from press releases, decisions taken at committees, and business plan or service delivery plan targets achieved for the quarter.
- 3.2 The achievements list is checked with relevant directors and head of services as part of its preparation.

Implications

4 Legal Implication(s)

- 4.1 None

5 Financial Implication(s)

- 5.1 None

6 Risk Management Implications

- 6.1 None

7 Security & Terrorism Implication(s)

- 7.1 None

8 Procurement Implication(s)

- 8.1 None

9 Climate Change Implication(s)

- 9.1 None

10 Link to Corporate Priorities

10.1 This report is linked to the all of the council's corporate priorities, and specifically to priority five: engage with our communities and provide value for money.

11 Equality and Diversity

11.1 An Equality Impact Assessment (EIA) has not been carried out in connection with this report as it is collating and reporting on actions already completed and/or information already in the public domain.

Name of author	Thom Burn, 01707 357245
Title	Policy and Communications Manager
Date	20 May 2016

Appendix A: Council Achievements List 2015-16 (Quarter 4, Jan-March 2016)

Corporate Priorities:

- One – Maintain a safe and healthy community
- Two – Protect and enhance the environment
- Three – Meet the borough’s housing needs
- Four – Help build a strong local economy
- Five – Engage with our communities and provide value for money

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Achievement	Source	Corporate Priority
January 2016		
A new Economic Development Officer was appointed underlining the council’s corporate priority to help build a strong local economy.	Press release (U)	Four
A WGC restaurant was fined a total of £19,312 by Watford Magistrates Court after its owner pleaded guilty to food hygiene breaches. The investigation by the council’s Public Health and Protection team followed a food safety complaint from a member of the public, and numerous food hygiene inspections which found standards were not being complied with.	Press release (U)	One
An open day for potential developers was held at High View in Hatfield. Approximately 15 developers were shown around the area set to be regenerated with new retail and residential units along with community facilities. The tour was followed by a small exhibition at St John’s Youth Centre.	Press release (U) Business Plan	Four
Following a review of the Housing Trust which identified opportunities for savings, Cabinet approved a recommendation to begin sharing one Chief Executive and Management Board between the Trust and the council, and start the process of sharing other functions between the two organisations.	Committee	Five

Achievement	Source	Corporate Priority
A Strategic Housing Forum event was held at the Focolare centre in WGC. The event was well attended by the council's Registered Provider Partners, architects, construction companies, other Local Authority Officers and Members. The event focused on the delivery of affordable housing, the impact of the proposals in the Housing and Planning Bill, and how we can address the future affordable housing needs of the borough.	Business Plan	Three
February 2016		
The Welwyn Hatfield Community Safety Partnership, which includes the council, launched the Saleswatch scheme, raising awareness among retailers of age restricted products and the legislation controlling them.	Press release (N)	One
In a complex case investigated and brought by the council, fines and costs totalling nearly £300,000 were handed down to two companies, one a large multinational, by St Albans Crown Court. They related to an incident involving a faulty escalator which resulted in serious injuries to a woman's leg in the Howard Centre, WGC.	Press release (U)	One
The results of a wide-reaching public consultation on Hatfield's long term future were presented to the public for the first time at three exhibitions. The findings from over 800 responses covered a wide variety of topics including the town centre, Hatfield's identity, transportation, housing, community and leisure, and business	Press release (U)	Four
A tonne of food deemed unsafe for human consumption was seized from a retailer and destroyed following a court order issued by St Albans Magistrates Court. This followed work undertaken by the council's Public Health and Protection Team.	Press release (U)	One
The council hosted a breakfast event for local businesses interested in how they can put themselves in the running for an FSB Hertfordshire (Federation of Small Businesses) award.	Press release (U) Business Plan	Four

Achievement	Source	Corporate Priority
Over £3,000 was raised at the Mayor's Charity Banquet and Ball, held in the halls of Hatfield House. Around 130 guests joined the Mayor at the venue's Old Palace. Guests included the Mayor's charity Resolve that helps local people with drug and alcohol addiction.	Press release (N)	Five
The Welwyn Hatfield Youth Council met with local MP Grant Shapps at the Houses of Parliament for a question and answer session, arranged by the council. This was part of an annual programme of meetings, activities and events with the Youth Council which also included preparing work for the Unsaid mental health awareness campaign, and the annual Question Time event.	Press release (U)	Five
March 2016		
Over 250 Year Nine students attended Crucial Crew event delivering life skills, the first ever for that age group. Around 30 different partner organisations took part.	Press release (U) Business Plan	One
Council confirmed a seventh consecutive borough council tax precept freeze for 2016/17, and committed additional resources to a task force responding to residents' concerns about fly-tipping in the borough.	Press release (U)	Two and Five
A Community Information Day took place in Millwards, Hatfield, to promote feeling safe in the community. Several issues were identified which a Joint Action Group will work on, then feed back to residents.	Business Plan	One
The borough's best sporting teams, athletes, coaches and school pupils were recognised at an awards evening at the Hawthorne Theatre. The annual Welwyn Hatfield Sports Awards, now in their 7 th year, recognise the stars of tomorrow as well as those already making their mark on their chosen sport.	Press release (U)	One and Five
The Domestic Abuse conference for central Hertfordshire, held in the Hawthorne Theatre, was well attended by representatives from over 100 different organisations. It is hoped that the event can be hosted in the borough again next year.	Business Plan	One

Achievement	Source	Corporate Priority
The Trust achieved end of year tenant arrears debt of 1.03% of the Annual Rent Debit, an improvement on last year's performance of 1.23%. In a challenging environment the Trust has worked collaboratively with the Citizens Advice Bureau and customers to support those struggling to pay their rent, whilst emphasising the importance of good budget management.	Housing Trust Service Delivery Plan	Three and Five
The council, in partnership with Serco, coordinated town centre litter picks as part of the 'Clean for the Queen' campaign, engaging with residents to help spruce up the borough's streets and open spaces ahead of the Queen's 90th birthday.	Press release (U)	Two
17 new affordable homes on six former garage sites were completed following a transfer of land to the Welwyn Garden City Housing Association.	Business Plan	Three
A new community orchard was planted in Digswell by pupils from St John's Primary School and council officers. In addition to providing outdoor classroom space for the children to learn about nature, the new orchard will be used by the neighbouring Forge Art Club for classes. It will also provide a beautiful green space for the whole community to enjoy.	Press release (U)	Two
Students from schools and colleges across the borough who shone in the Welwyn Hatfield Dragons' Apprentice Challenge received awards at Gosling Sports Centre. Now in its third year, the Dragons' Apprentice Challenge raised over £26,000 this year alone for local charities and community groups by working together with local business 'Dragons'.	Press release (U) Business Plan	Five

* **Press releases:** U: Used by local media, N: Not used by local media, x: not yet published.

Part I

Item No: 15

Main author: Andy Cremer

Executive Member: Roger Trigg

**WELWYN HATFIELD COUNCIL
CABINET – 14 JUNE 2016
REPORT OF THE DIRECTOR (GOVERNANCE)**

RISK MANAGEMENT

1 Executive Summary

1.1 This report brings to Members' attention the current top risks facing the Council, as determined by Managers and entered to the TEN Risk Manager System. The risks are presented in two main areas:

- Strategic risks – showing controls and mitigation plan status. All strategic risks are shown irrespective of risk score as these are the principle risks identified in respect of the Council's promises. They may be applicable to a large number of service areas and be corporately managed.
- Operational risks – the "red" risks (i.e. those scoring above 16), which have been identified within service areas, together with those risks scoring 15, which may move into the "red" category in time.

These risks have been reviewed in May 2016 and reflect the assessments in place for the half year April to October 2016. Members should note that the Executive Member names shown reflect those in place at the time the reports were generated, and that these may be subject to subsequent changes.

While summary information is presented here, full risk details are available within TEN.

2 Financial Implication(s)

2.1 There are none directly arising from this report, though of course any risk event may have its own financial consequences.

3 Recommendation(s)

3.1 Members are asked to:

- Review the attached current Strategic Risk Register and top operational risks, particularly:
- Note the controls that are assigned and that they are relevant to the risk in question.
- Ensure that mitigation plans are in place where necessary and that the current status is correct.
- Note comments in respect of each risk where shown.

4 Background

4.1 Each strategic risk has ownership by a Director and an Executive Member. Operationally, each Manager and Head of Service is responsible for maintaining a register of risks for their service, which could affect the achievement of its stated aims and objectives.

4.2 Both strategic and operational risks are re-assessed on a half yearly basis, with any associated mitigation plans or controls being updated on a regular, but as necessary basis. Similarly, expired risks and new risks should be deleted or added respectively on an ongoing basis. Strategic and top operational risks are considered as part of the Performance Clinic process and Directors can discuss the management of their risks at these sessions. A 'virtual' Performance Clinic was held in May 2016.

4.3 Policy Implication(s)

4.4 Risk management is a key component of the Council's governance arrangements and links with the overall management of its performance.

5 Risk Assessment

5.1 This report contributes to the overall maintenance of our risk management arrangements to ensure they are current. Risk management also forms an element of the strategic risk of Governance, shown on the attached risk register.

6 Explanation

6.1 The Strategic Risk Register is attached at appendix A and the top operational risks are attached at appendix B. Appendix B also includes those risks scored as 15 (i.e. 1 point below the threshold for "red" risks).

Name of author Andy Cremer, 01707 357169

Title Risk and Resilience Manager

Date May 2016

Appendix A: Strategic Risks

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
CM	<p>Change Management Change Management Failure to change and adapt culturally as an organisation and/or failure to take account of the changing environment. Failure to adapt to the changing culture of the government Consequences: - reputation - intervention - legal and financial implications - political implications</p>	Appropriately Skilled and Experienced Staff Awareness of Change Client Roles Communication Overview and Scrutiny Function Use links with Cabinet and local MP to influence and shape the future Use of Consultants Working groups		Michel Saminaden - Chief Executive John Dean - Leader of the Council and Chairman of the Local Strategic Partnership	9	9	9
Any Comments	There has been immense change in the Council's operations and services over the past 5 years, driven by the need to generate efficiencies as a result of massive cuts in our grants from the Government. New government initiatives, such as the new RTB, New Homes Bonus, the new planning regime and the creation of the LEP have brought about the need to do things differently and 'think outside the box'. The council is currently undergoing a major and fundamental change in its management arrangements as a result of the 'shared management' initiative. There is now a joint Chief Executive of the Council and Housing Trust and new governance and senior management processes are being implemented over the summer of 2016. It is critical that we continue deploying all of our skills in managing these changes at both management and political levels if we are to obtain optimum value for money and efficiency. We will need to keep a continuous and close watch on all external developments and adapt to the changing requirements. In doing this, we will work closely with partners and use all of our contacts to keep ourselves fully informed, including the Offices of the local MP.						
COM	<p>Communication Communication Failure to communicate the Council's priorities to its communities and failure to actively manage the Council's reputation. Failure to manage the Council's messages. Failure to mainstream communications and build ownership and consensus across the organisation. Failure to consider communications implications and involve the Communications Team. Consequences; Loss of trust, loss of reputation, unable to manage key council messages and news</p>	Communication plans are agreed for all significant projects/high priority issues Communications Strategy is embedded and reviewed with HoST Communications Team seeks to attend DMTs Media Trained Staff and Members	Communications Strategy Life Magazine - community newsletter	Tony Kingsbury - Executive Member for Policy & Culture Pam Kettle - Director - Finance & Operations	12	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Monitoring system for positive and negative news coverage Review and monitoring of Communications Strategy by Executive Board Skilled and Experienced Communications Team Undertaking perception and satisfaction based surveys Undertaking Perception Based Surveys					
Any Comments	No further updates in April 2016. Risk remains at Amber.						
COR	Corporate Resilience Corporate Resilience Failure to meet the requirements of the Civil Contingencies Act 2004, including the material failure or inadequacy of plans Failure to respond appropriately to a civil emergency or business continuity incident, including the duty of care to the community and statutory duty to respond with other agencies The effects of an incident on the day to day business of the Council and our ability to maintain "business as usual" Consequences: Financial costs of backlog management, compensation and litigation. Damage to Council reputation, including criticism at any subsequent inquiry, media interest and	Business Continuity Incident Management Team Constitution Crisis Support Team DR plan Duplicate facilities Emergency Plan Hertfordshire Resilience Pandemic Flu Group Resilience Team Training and Exercising Programme	BCM Peer Review Contractor BCM Awareness Raising Document Crisis Support Team Exercising RAYNET Volunteer Team skills and competencies WHC Business Continuity Plan	Bob Baldock - Director - Governance Roger Trigg - Executive Member for Governance & Public Health	8	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	public criticism. Possible effects on human welfare.						
Any Comments	This risk was increased during the period of building works and decanting of services at Campus East, but has been reduced following successful completion of this project. All plans are up to date, the council continues to participate fully in the affairs of Hertfordshire Resilience and training and exercising activities are on track.						
ENG	Engagement Engagement Failure to involve stakeholder/residents in setting Council priorities. Consequences: Disengagement of communities Poor collaborative outcomes Inability to prioritise services and resources	Community Engagement Programme Feedback from service based consultation Management of LSP Engagement Process Service based customer surveys	Annual Community Engagement Report Borough Panel Consultation 'My Council' survey	Pam Kettle - Director - Finance & Operations Tony Kingsbury - Executive Member for Policy & Culture	12	12	12
Any Comments	The Borough Panel continues to be used for service and corporate consultation. There will be no My Council Survey in 2016 as the £10k budget for this has been taken as a revenue budget saving. A summary of the annual report for 2014-15 was issued with the autumn/winter edition of LIFE magazine to all households in the borough. Risk remains unchanged at Amber.						
EQA	Equalities and Diversity Failure to meet the obligations around Equalities and Diversity, including a breach of the Equalities Act 2010 and the council's own Equalities and Diversity Scheme and Equality Improvement Plan. This may be in relation to employment matters, employees, service delivery, the community and customers. Consequences: Litigation (and associated financial impacts) and reputational damage.	Carrying out EIAs for all policy and service changes Codes of Conduct and regular mandatory training for officers and members on equality, diversity and safeguarding Equality and Diversity Steering Group Equality Improvement Plan and Dedicated Resources Review of EIAs at		Bob Baldock - Director - Governance Tony Kingsbury - Executive Member for Policy & Culture	8	8	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Equality and Diversity Steering Group Robust monitoring					
Any Comments	<p>Training on carrying out Equality Impact Assessments is underway. A new policy has been agreed.</p> <p>The council's Single Equality Scheme has been revised.</p> <p>The annual Delivery Plan for Equality and Diversity has been approved by Social Overview and Scrutiny Committee.</p>						
FIN	<p>Finance Finance Failure to have sufficient reserves to deal with unexpected budget pressures resulting from increasing demand on our services, worse than predicted Government Funding level, volatility and reliance on locally generated business rates and council tax and the ongoing pensions position (as informed by actuarial audit). Consequences: The Authority runs out of money, external criticism, Government intervention, loss of service to tax payers. Loss of income from fees and charges. Inability to cope with increasing demands on services.</p>	<p>Annual Governance Statement Asset Management Plan Budget Challenge Process Budget preparation process Budgetary control by managers Capital Programme Codes of Conduct and regular mandatory training for officers and members on equality, diversity and safeguarding Constitution Delivery of the economic development strategy External and internal audit Finance Procedure Rules Financial Information System (Agresso) HRA Business Plan Medium Term</p>		<p>Pam Kettle - Director - Finance & Operations Alan Franey - Deputy Leader of the Council and Executive Member, Resources</p>	15	15	15

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Financial Plan Monthly collection fund monitoring Pension fund considered as part of the annual budget process Performance monitoring of collection rates Recognition of economic downturn within future budget processes Systems reconciliation Three year actuarial valuation of pension fund Treasury Management Policy Use and Control of Reserves and Balances					
Any Comments	Budget for 2016/17 has been agreed with sufficient reserves, and there are plans to address the growing funding gap. In year monitoring suggests year end balances (31 March 2016) will be higher than expected at the time of the original budget.						
GOV	Governance Governance Failure to maintain effective governance arrangements, including: - Standards and Ethics - Anti-fraud and corruption arrangements - Whistleblowing - Information governance (FoI, Data Protection) - Risk management - Compliance with the requirements of the Localism Act - Transparency Consequences: Litigation, loss of reputation, financial impacts, external auditor criticism	Governance Group Anti Fraud and Corruption Strategy Constitution Contract Procedure Rules Dedicated Data Protection Officer Dedicated FoI Officer Employee Code of Conduct Finance Procedure Rules		Roger Trigg - Executive Member for Governance & Public Health Bob Baldock - Director - Governance	12	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Local Code Governance Member Code of Conduct Overview and Scrutiny Function Standards Committee Transparency Code Whistleblowing Policy					
Any Comments	Processes are monitored through the Governance Group and policies updated regularly. It is hoped this will mitigate the identified risks.						
H&S	Health and Safety Health and Safety Failure to maintain an adequate and effective safety management system within the Council, including structures, processes, control measures and allocations of responsibilities and ensuring competence of employees, contractors & service providers and compliance with safety laws and regulations. Consequences: serious injury, work-related ill health or fatalities leading to lost productivity, absence, litigation, external investigation by enforcing authorities, and possibly prosecution up to and including the Corporate Manslaughter and Corporate Homicide Act.	Collective Safety Responsibility of Executive Board Communication with Employees External Inspection and Auditing by Consultants Induction and Ongoing Training Periodic Inspection of Premises, Plant and Equipment Risk and Resilience Officer Risk Assessments & Associated Control Measures Safety Director Role Safety Policy Document	Condition Survey Findings Grey Fleet Potentially Violent Customer Policy Stress Policy Workplace Inspections	Roger Trigg - Executive Member for Governance & Public Health Bob Baldock - Director - Governance	8	8	8
Any Comments	Policy reviews are on track and we are carrying out considerable work on the safety management systems as it relates to the management of contractors.						
ICT	ICT Failure ICT Failure Critical failure of ICT services,	Alternative methods to update local and	Virtual Hardware Virtualisation	Alan Franey - Deputy Leader of	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	for example due to virus attack, lack of network capacity, hacking, hardware failure, etc. Consequences: Loss of ICT dependent services.	remote databases DR plan Duplicate facilities ICT - Temporary PSTN connection Infrastructure review to stabilise our virtual environment IT Strategy Put back BRE lease termination date	Process WHC Business Continuity Plan	the Council and Executive Member, Resources Pam Kettle - Director - Finance & Operations			
Any Comments	The Council has been subject to a large amount of attempted virus attacks which have caused disruption in other organisations. Action has been taken to isolate incidents where a virus has got through, or blocked virus attempts as much as possible reaching the network altogether. This includes blocking emails with the word "invoice" in the title. Mitigation will continue to be communication across the Council when it becomes apparent that we are receiving invoices with a virus attached to try and isolate any cases as much as possible. Also investigating other software options for further security "privilege guard".						
LP	Local Plan Failure to have an approved strategy and plans in place to deliver sustainable growth for the Borough, balancing the demands for new development with protection of the environment, which where necessary, have been through a process of public involvement and have been independently endorsed by government. Consequences: The local economy achieves less than its full potential; delivery of New Homes Bonus, future Council Tax and Business Rate receipts is adversely affected; investment proposals do not come to fruition; failure to provide sufficient affordable housing; local infrastructure projects may not be delivered; contribution towards funding new and improved local facilities does not happen; unplanned 'hostile' developments occur. Opportunities to bring in external	Extensive evidence will underpin the development of our Local Plan and inform our proposals Input from CHPP Project plan for the Local Plan is in place Public scrutiny, including a public examination led by an independent Planning Inspector S106/Community Infrastructure Levy is in place		Bob Baldock - Director – Governance Mandy Perkins Executive Member, Planning, Housing and Community	12	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	funding to assist the delivery of sustainable growth are lost; Reputational damage.						
Any Comments	<p>The Proposed Submission Local Plan is scheduled for presentation to CHPP in June 2016 and Cabinet in July 2016. Public consultation will take place throughout the summer and representations will be analysed in the autumn to decide whether to make any changes. The Submission Local Plan is scheduled for presentation to CHPP, Cabinet and Council in Jan/Feb 2016 and will then be submitted. The Government has threatened to intervene where local authorities have not submitted a plan by spring 2017, so we will avoid this situation. Subject to PINS resources the Plan will be examined in summer 2017 and subject to being found sound should be adopted before the end of that year.</p> <p>Any failure to this timetable runs the risk of the Government intervening in the plan-making process or planning decisions being made that do not accord with the borough's aspirations.</p>						
MPA	<p>Management of Physical Assets Management of Physical Assets Failure to adequately manage the physical assets of the Council, including its housing and non-housing properties, open spaces and other land and including increased property holding in Hatfield town centre . Consequences: Loss of usable property resources. (Lost income and additional cost) Risk to Health and Safety to occupiers and visitors. Accelerate the deterioration/dilapidation of building assets. Negative impact on reputation of the Council. Potential for investment and needs priority mismatches.</p>	<p>Asset Management Plan Capital Programme Decent Homes Strategy Finesse Leisure Partnership Agreement HRA Business Plan IPF Property Condition Survey (Premises) 2002 Neighbourhood Shopping Centres Policy</p>	Rewrite/Update the HRA Business Plan Financials	Pam Kettle - Director - Finance & Operations Alan Franey - Deputy Leader of the Council and Executive Member, Resources	9	9	9
Any Comments	No comments were made.						
PART	<p>Partnerships Partnerships Failure to achieve and evidence the capacity available by working in partnership. Consequences: Inability to find capacity for sustainable improvement. Inability to align with good practice requirements. Inability to demonstrate our improvements to those who scrutinise us. Reputation damage.</p>	<p>Annual Assessment of the Effectiveness of Our Partnerships Effective management of our partnership with the Community Housing Trust Effective management of partnership with the</p>	<p>Alliance meetings and annual conference Partnership reporting (e.g. CHT and Finesse) to council meetings Sustainable</p>	Bernard Sarson - Executive Member for Business & Partnerships Pam Kettle - Director - Finance & Operations	8	8	8

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		Community Housing Trust Effective Management of the Finesse Leisure Partnership Effective management of Welwyn Hatfield Alliance (Local Strategic Partnership) Performance Reward Grant Management Process Use of other partnership agreements as needed	Community Strategy				
Any Comments	The Alliance Structure is well embedded and provides a suitable platform for working in partnership with other key statutory agencies. The Council is part of the joint work in Hatfield 2030+ Key partnerships, such as the Housing Trust, Finesse Leisure, Serco and Steria continue to be monitored via the governance structures that are in place.						
PERM	Performance Management Performance Management Failure to maintain a robust performance management culture at every level of the organisation, which is proportionate to our needs. Consequences: - Inability to optimise our service potential as an organisation - Inability to achieve the local impact we want to see in our communities - Inability to demonstrate good value for money and high quality services - Inability to demonstrate where we are improving our services - Inability to identify and tackle instances of under-performance	Delivery of the performance management framework Delivery of the quarterly performance clinics Performance and risk exception reports to Cabinet Performance Appraisal Scheme for Employees Performance indicator reports to Committees Use of the TEN risk and performance	Annual service team plans Annual team plans Corporate Business Plan and action plan Medium Term Financial Strategy	Tony Kingsbury - Executive Member for Policy & Culture Pam Kettle - Director - Finance & Operations	12	12	12

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
		management system					
Any Comments	<p>Corporate Business Plan was last updated in April 2015.</p> <p>Four performance clinic meetings have been held over 2015-16.</p> <p>Core PIs have been reported to OSC meetings over 2015-16.</p> <p>New service plans have been created for 2016-17 across all services.</p> <p>Risk remains unchanged at Amber.</p>						
PROC	<p>Procurement Procurement Failure to procure effectively and efficiently, including failures of contract management arrangements and client side monitoring procedures Consequences: Over pay for goods/services. Poor quality goods/services. Failure to achieve desired outcomes.</p>	Annual Governance Statement Constitution Contract Procedure Rules Embedding procurement with HoST External and internal audit Finance Procedure Rules Finesse Leisure Partnership Agreement Internal/External Audit Procurement function Procurement Handbook Procurement strategy Procurement Training Sustainable Procurement Strategy	New Procurement Implementation Plan	Bernard Sarson - Executive Member for Business & Partnerships Bob Baldock - Director - Governance	8	8	8
Any Comments	<p>Contract Management returns in the process of being completed and collated to ensure that contracts are managed effectively.</p> <p>Expenditure analysis to take place in summer to ensure compliance with the contract procedure rules</p>						

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
PROJ	<p>Project Management Failure to properly manage projects including a potential lack of capacity or skills, pressure to meet deadlines and targets and resolving unforeseen complex issues. Consequences: Project drift and a failure to meet targets on time, cost or quality. Financial effects on the authority, potential litigation, reputational damage and stress to employees involved. Consequential effects on service delivery and assets.</p>	<p>Contract Procedure Rules Contractual remedies Delivery of the performance management framework Delivery of the quarterly performance clinics Formation of project teams Overview and Scrutiny Function Procurement function Risk Assessments & Associated Control Measures</p>		<p>John Dean - Leader of the Council and Chairman of the Local Strategic Partnership Michel Saminaden - Chief Executive</p>	12	12	12
Any Comments	No comments were made.						
SAF	<p>Safeguarding Failure to meet obligations in respect of children and vulnerable adults, including our Safeguarding Policy and working in partnership with other agencies, including the Hertfordshire Safeguarding Children Board and the Hertfordshire Safeguarding Adults Board. This risk also covers our arrangements under the government's PREVENT strategy. Consequences: Abuse may remain undetected or unreported, resulting in harm to a child or vulnerable adult. Possible litigation and reputational damage.</p>	<p>Designated Safeguarding Officers Group Mandatory Safeguarding training Representation and Learning through Herts Safeguarding Boards Safeguarding Policy Senior Management Leadership on this Issue</p>		<p>Tony Kingsbury - Executive Member for Policy & Culture Bob Baldock - Director - Governance</p>	8	8	8
Any Comments	The council has recently been audited in this area and the draft report has stated that there is substantial assurance						

Service Team	Description of Strategic Risk	Controls	Mitigation Plans	Owner	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	The council's policy is being reviewed.						
	Designated Safeguarding Officers have had additional training in specific areas, such as radicalisation.						
STF	<p>Staff This risk covers a failure to: . Manage staff morale and motivation in challenging times . Adequately manage employee performance through the setting of SMART objectives and targets . Implement People Strategy, succession and workforce development plan. . Recruit, retain and develop talented employees. . Take initiatives to manage employee wellbeing</p> <p>Consequences: Overall capacity may be reduced, and low morale may result in reduced goodwill and productivity. This could result in a failure to achieve targets and objectives and affect service delivery. There may also be a necessity to use agency staff, resulting in increased expenditure</p>	<p>Guidant Managed Service Contract Health and Wellbeing Sessions HR - Training Needs Analysis HR Policies and Procedures 'Jobs Go Public' application tracking system Learning and Development Plan Monitoring appraisal scheme Occupational Health Contract Optima People Strategy</p>	<p>Staff - Introduce workflow and self service</p>	<p>Bob Baldock - Director - Governance Roger Trigg - Executive Member for Governance & Public Health</p>	6	6	6
Any Comments	Risk unchanged. This is being closely monitored in light of the management restructure. HR works closely with managers to take pro-active action to mitigate the identified risks.						

Appendix B: Top operational Risks

Strategy and Development

Service Team	Description of Operational Risk	Risk Owner	Controls	Mitigation Plan	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
PL 6	Inadequate professional resource Inability to provide acceptable level of service due to insufficient staff or staff with insufficient knowledge and experience. Consequence(s): Poor provision of service to the customer. Inability to adequately provide service. This may lead to greater instances of complaint. Potential for inability to meet government targets with regard to service delivery. Reputational and potential financial risk.	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Mark Harvey - Manager Building Control Lisa Hughes - Development Management Service Manager	Planning - Recruitment Policy		16	16	16
Any Comments	The Planning Service has relatively stable staff numbers at present, but planners remain difficult to recruit and prone to movement within Herts authorities and to higher salaries in London, Cambs and the private sector. St Albans have recently introduced a 10% market supplement. The Head of Planning is responding by creating career-grade posts so that staff can more easily progress from assistants to officers to seniors, plus other measures to make this Council a desirable place to work.						
PL 8	IT Failure or Inappropriate/Inadequate IT Systems Loss of or corruption of monitoring information, consultation databases, records and files. IT systems which are not capable of performing to the necessary complexity and scope. Consequence: Inability to provide acceptable level of service according to both customer expectation and Government requirements. This may lead to financial and reputational penalty. Inability to complete planning policy formulation or monitoring processes, inability to determine planning applications, inability to take enforcement action, inability to deal with building control applications, etc.	Colin Haigh - Head of Planning Sue Tiley - Planning Policy & Implementation Manager Lisa Hughes - Development Management Service Manager Mark Harvey - Manager Building Control Manager	ICT - Backup and Recovery Arrangements ICT - Disaster Recovery Plan ICT - Firewall ICT - Virus Detection		16	16	16
Any Comments	The new IT system was installed in July 2015 and work continues to transfer records from the old system. It is a much more user-friendly system for the public, councillors and staff, but it remains a major operational risk to the Planning Service if it were to crash.						

Service Team	Description of Operational Risk	Risk Owner	Controls	Mitigation Plan	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
SH 3	Strategic Housing - Non Delivery on section 106 sites. Risk - Private developers no longer building on s106 sites. Consq - Failure to deliver the affordable Housing programme and meet the coporate promises.	Sian Chambers - Head of Housing & Community Services Jeremy Morton - Principal Housing Development Manager	Strategic Housing - Planning Toolkit viability appraisals		16	16	12
Any Comments	No comments were made.						

Finance and Operations

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
ES 9	Environment Services - Recycling Finances/Markets Materials sent for recycling have a value. The value of the material will rise and fall based on world wide commodity markets. In a low value commodity market there is the potential for the Council not to receive current values for material sent for recycling. However, it has to be reminded that value of material can go up as well as down.	Durk Reyner - Head of Environment Services Kirsten Roberts - Community and Environment Services Manager	Environmental Services - Fixed Price Contracts		16	12	16
Any Comments	No comments were made.						
FS 19	Finance - Loss to the Council as a result of fraudulent activity via internal or external sources Monetary loss as a result of fraudulent activity through external sources via electronic payments, computer hacking,	Jane Cika - Finance Manager Tim Neill - Head of Resources Jane Yeo - Finance Systems & Controls Manager Pam Kettle	Finance - Ensure financial procedures are being followed Finance - Financial Procedures Finance - knowledge	Finance - financial procedures to ensure independent checks to changes and new bank	15	5	5

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	attempts to deceive staff or by staff themselves resulting in loss of council funds and lack of confidence in financial systems, poor audit opinion and reputational damage.	- Director (Finance & Operations)	sharing of fraudulent attempts by outside bodies Finance - Quarterly independent electronic audit, testing robustness & PCI compliance. Finance - secure IT systems Finance - Separation of duties	details requests. Finance - intelligence sharing of fraudulent attempts with SIAS, SAFS and other Herts groups.			
Any Comments	Fraudsters are becoming more sophisticated in their attempt to defraud the Council of money. One example being an email sent to the Finance Director that looked like it had come from the Chief Executive. While financial procedures should identify fraud attempts before they are successful the growing sophistication means there is a risk of one getting through. Ongoing mitigation is the continual shared intelligence gathering with SIAS, SAFS and other Herts authorities.						
FS 20	<p>Finance - Restructure process results in inadequate financial services to the Housing Trust and Council</p> <p>Failure to provide adequate financial services to the Housing Trust and the Council during the period of change and the merging of services leading to lack of financial control and poor decision making resulting inability to achieve Council and Housing Trust objectives over the medium to longer term.</p>	Jane Cika - Finance Manager Pam Kettle - Director (Finance & Operations) Tim Neill - Head of Resources Kevin Hurd - Accounting Services Manager	Finance - attendance at corporate boards and working groups to ascertain requirements of Finance Finance - clear planning for handover of knowledge. Finance - Ensure agreement with Housing Trust allows council to obtain information required for its accounting, reporting and statutory obligations Finance - Ensure that Finance are represented on the working group and that financial due	Finance - clear planning for handover of knowledge Finance - Identification of project lead for restructure and maintenance of a project risk log Finance - Involvement of Human Resources in the planning and completion of the project. Finance - Regular communication and engagement of all staff involved through the	15		

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
			<p>diligence work is carried out and reviewed.</p> <p>Finance - establish ongoing systems and controls to support the other mentioned risk controls.</p> <p>Finance - Financial protocols between housing trust finance team and council finance team</p> <p>Finance - Identification of project lead for restructure and maintenance of a project risk log.</p> <p>Finance - ongoing team meetings, supervision and two way communication</p> <p>Finance - On-going training of finance staff</p> <p>Finance - recruitment process to appoint staff competent in their roles</p> <p>Finance - Regular communication and engagement of all staff involved</p> <p>Finance - staff appraisals</p>	<p>restructure process.</p> <p>Finance - Use of external resources as required to fill any gaps.</p> <p>Finance - Ensure that procedures are kept available, up to date and applied.</p> <p>Finance - Staff training</p>			
Any Comments	The restructure and merger of the finance teams over the coming months will cause a risk of disruption of financial service to the Council and the Housing Trust while staff adapt to changing roles. This at a time when demand for financial services is high and it is critical both organisations continue to receive good financial information for decision making and all regular finance functions are maintained. We may						

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	need to consider bringing in additional external resource as a form of mitigation to cover the change period.						

Governance

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
HC 12	Hackney Carriages - Occupational stress Occupational stress arising from hackney carriage work. Consequences: Sickness absence, reduction in service delivery, potential for claim against the council.	James Vaughan - Hackney Carriage Officer Nick Long - Head of Public Health & Protection	Hackney Carriages - Complaints and Investigation Policy Hackney Carriages - family support Hackney Carriages - Line management support Hackney Carriages - support network	Hackney Carriages - consideration of office space Hackney Carriages - Revised customer service and complaints strategy Hackney Carriages Recording of telephone calls	20	20	
Any Comments	No comments were made						
HC 7	Hackney Carriages - Verbal abuse and aggression towards hackney carriage staff	James Vaughan - Hackney Carriage Officer	Hackney Carriages - CCTV Hackney Carriages - Personal Protective Equipment Hackney Carriages - Potentially Violent Customer Database Hackney Carriages	Hackney Carriages - Incident logs Hackney Carriages - Regular checks to ensure CCTV is working Hackney Carriages Recording of	15	15	

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
			- video badges	telephone calls			
Any Comments	No comments were made						
HC 9	Hackney Carriages - Deliberate damage to hackney carriage staff personal property For example cars, homes, animals	James Vaughan - Hackney Carriage Officer Nick Long - Head of Public Health & Protection	Hackney Carriages - cars registered to the office Hackney Carriages - CCTV at home address Hackney Carriages - Training		16	16	
Any Comments	No comments were made						
Public Health	Food Safety Competency Changes to the Food Law Code of Practice require two staff to receive additional training to meet new baseline standards	Nick Long - Head of Public Health & Protection			15	15	
Any Comments	No comments were made						
PH 11	Public Health - Failure to recruit and maintain competent staff Failure to recruit and maintain competent staff leading to inadequate numbers of competent staff being available at given time. Consequence(s): Failure to provide acceptable levels EH service, increased pressure on remaining staff, potential government intervention using default powers, inability to deal with key cases leading to long term latent environmental damage.	Nick Long - Head of Public Health & Protection	Environmental Health - Robust Interview and Selection Techniques		15	15	15
Any Comments	No comments were made						
PH 14	Public Health - Inability to Conduct Investigations, Serve and Enforce Legal Notices or Remedy Dangerous	Nick Long - Head of Public Health & Protection	Appropriate Work Allocation Among Staff in Post		15	15	15

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	<p>Situations/WID Inability to conduct necessary statutory investigations and inspections including limited use of equipment, access to reference works and the timely release of information. Inability to serve and enforce statutory notices leading to ongoing risk situation and public health, safety or environmental hazard. Potential default of a statutory duty. Ongoing dangerous situation persisting risk to public. Consequence(s): Default of statutory duty or code of practice, failure to inform, warn or protect the public, ongoing risk situation where a public health, safety or environmental hazard is not controlled,</p>		<p>Budget Car Loan Scheme Computerised Notice Generation Contractual Arrangements for Staff to Provide a Car for Work Digital evidence copying facility Multiple Authorisations for Some Notices Sound Deputisation Arrangements for Head of Service Training</p>				
Any Comments	No comments were made						
PH 24	<p>Public Health - Out of hours noise monitoring for breach of notice This risk relates to a situation where the council has fulfilled its statutory duty to serve a noise abatement notice however the monitoring to see if the notice is complied with needs to take place on nights where there is no out of hours service in place. The main consequences of this are protracting a legal case, damage to reputation, negative press coverage, poor customer service and continuing exposure to nuisance for members of the public. There is a smaller risk of ombudsman challenge</p>	Nick Long - Head of Public Health & Protection			20	20	20
Any Comments	No comments were made						
PH 29	Public Health - failure to deliver an	Nick Long - Head	Operation Reprise	Use of street	15	15	15

Service Team	Description of Operational Risk	Owner	Controls	Mitigation Plans	Current Score	Previous Score Half-Year 1	Previous Score Half-Year 2
	<p>'Operation Reprise' shift Inability to carry out an Operation Reprise shift due to lack of resources, either from the Environmental Health Team of Herts Police. Consequences: reputational damage due to failure to act in response to complaints.</p>	of Public Health & Protection	- MoU with Herts Police Operation Reprise - Back up arrangements in place Operation Reprise: Rota drawn up well in advance and confirmed	warden team			
Any Comments	No comments were made						

Part I

Item No: 16

Main author: Paul Underwood

Executive Member: Tony Kingsbury

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

PERFORMANCE EXCEPTION REPORT – MAY 2016

1 Summary

- 1.1 This report summarises our strategic performance data on an exception basis following the distribution and review of performance reports by Executive Members, Directors and Heads of Service.
- 1.2 Performance Clinics are held quarterly to review our progress towards business plan targets, performance indicator targets, financial performance and reports on our current strategic and operational risks. The most recent Clinic meeting was a virtual one on 5 May 2016.
- 1.3 Performance reported as ‘not completed’ or ‘not improved’, is exception reported in the appendices to this report.

2 Recommendation(s)

- 2.1 That Cabinet note the contents of this report and approve any proposed actions highlighted in the appendices.

3. Explanation

- 3.1 A performance exception report is presented to Cabinet on a quarterly basis as part of our current performance management framework.
- 3.2 By working with Heads of Service in the production of the Clinic reports, we further embed accountability for performance and risk within our Officer structure. This allows for a flow of more detailed information to the Leadership.

Implications

4. Legal Implications

- 4.1 There are no direct legal implications arising from this report as it is for information only.

5. Financial Implications

- 5.1 There are no direct financial implications associated with the production of Clinic reports. It is the responsibility of the Policy and Communications team which is resourced to do so.

6. Risk Management Implications

6.1 A risk assessment of our performance management framework is reviewed every April and October on the council's strategic Risk Register.

7. Security and Terrorism Implications

7.1 There are no security and terrorism implications directly arising from this report, as it is for information only.

8. Procurement Implications

8.1 There are no procurement implications directly arising from this report, as it is for information only.

9. Climate Change Implications

9.1 There are no direct climate change implications arising from this report, as it is for information only.

10. Link to Corporate Priorities

10.1 This report is linked to all the council's current Corporate Priorities as it shows the status of all business, finance and performance targets associated within each priority.

11. Equality and Diversity

11.1 Performance Clinic reports have no direct impact on our residents or community partners. As such, there has been no Equalities Impact Assessment completed on them.

Name of Author: Paul Underwood (01707) 357220
Title: Head of Policy and Culture
Date: May 2016

Background Papers:

Appendix One - Quarter 4 Business Plan Targets
Appendix Two - Quarter 4 Performance Indicators
Appendix Three - Strategic Risks
Appendix Four - Operational Risks

Business Plan Targets – Quarter 4

All Business Plan targets for 2015-16 were scheduled to be achieved by the end of March 2016.

Progress for all targets under our five Corporate Priorities is summarised here.

Corporate Priority	Green (completed)	Red (not completed)	Total
1 – Maintain a safe and healthy community	30 (97%)	1 (3%)	31 (100%)
2 – Protect and enhance the environment	12 (100%)	0 (0%)	12 (100%)
3 – Meet the borough’s housing needs	14 (78%)	4 (22%)	18 (100%)
4 – Help build a strong local economy	7 (87%)	1 (13%)	8 (100%)
5 – Engage with our communities and provide value for money	18 (95%)	1 (5%)	19 (100%)
Total	81 (92%)	7 (8%)	88 (100%)

Seven targets were not completed by March 2016 and are exception reported below.

Business Plan target reported as 'red' (not completed)

Business Plan Ref	Target	By When	Lead Officer	Nature of Problem / Proposed Remedial Action / Other Comments
1.2.6	Deliver two occupational health and safety projects across the business sector, for which the council is the enforcing authority	March 2016	Head of Public Health & Protection	The gas safety in tandoori ovens project has been completed, however the other project has not progressed owing to pressure of work and the inability of other agencies to join in also due to their work pressures.
3.2.3	Acquire a minimum of 30 new affordable homes to let to families on the council's waiting list	March 2016	Head of Housing & Community	We had purchased 18 homes and had a further 7 properties are under offer at the end of March. As all agreements were not signed by this time this target will be completed in early 2016-17.
3.3.1	Review the community letting agency against its set objectives (Year One)	May 2016	Head of Housing & Community	The development of the Community Letting Agency had been on hold during the Housing Trust review. This is now happening so the target will roll into 2016-17.
3.3.4	Offer advice and practical assistance to encourage tenants to move from under-occupied housing stock to more suitable properties, with a view to freeing up 80 properties to be let to families on the council's waiting list	March 2016	Head of Housing & Community	71 moves were achieved during the year, which is 9 less than the annual target set for this initiative.
3.4.6	Prepare draft Management Plans for Oxleys Wood, Skips Grove, Howe Dell, Chantry Dell and Roe Green Dell and implement once adopted	November 2015	Head of Planning	Grant funding altered in-year, so there is now no DEFRA financial support for these smaller sites and individual management plans are no longer required. The sites will be managed in line with the requirements of the current WHC Trees and Woodland Strategy.

Business Plan Ref	Target	By When	Lead Officer	Nature of Problem / Proposed Remedial Action / Other Comments
4.2.6	Identify a lessee to bring forward the High View redevelopment	March 2016	Head of Resources	<p>Legal advice has been procured and is underway for developing a scheme, so this target will now be completed in 2016-17.</p> <p>The issue of a lease to deliver this regeneration project has been deemed a contract for works, so an OJEU procurement is required. An advert was placed in late April 2016 for this.</p>
5.2.1	Complete a review of the council's Customer Services Strategy to improve services to the public	March 2016	Head of Policy & Culture	<p>This review was scoped in September 2015 but work was then suspended pending a review and decision on the Community Housing Trust.</p> <p>It was not completed by March so the target has rolled forward into 2016-17 and has now recommenced.</p>

Performance Indicators – Quarter 4 (2014-15 & 2015-16)

A summary of our core Performance Indicators collected over a two year period is shown here.

Total Number of Performance Indicators	Number of PI's - improved	Number of PI's - not improved	Number of PI's - remained the same
25 (100%)	19 (76%)	6 (24%)	0 (0%)

Six Performance Indicators did not report and improvement and are exception reported below.

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 5 - The number of employee working days lost per year due to sickness absence per full-time equivalent member of staff</p> <p><i>Head of Law & Administration</i></p>	2.17 days	1.51 days	1.75 days	2.32 days	<p>The Quarter 4 result came in above target. This is higher than the result in 2014-15 by 0.81 days. The council currently has six long term sickness cases.</p> <p>Long term absence is a total of 333 days (69%). Short term absence is a total of 153 days (31%).</p> <p>The shared HR team will continue to provide support, advice and management information on a monthly basis, in order to assist managers to robustly manage absence in accordance with the Council's procedures.</p>
<p>PI 13 - School group visits to, and use of, museums and galleries</p> <p><i>Head of Policy & Culture</i></p>	460 visits	866 visits	850 visits	766 visits	<p>The target was missed in Quarter 4. This was expected because of the loss of the use of the study room at Mill Green from November 2015 onwards on fire safety advice. This, coupled with the coldest months of the year when schools are unwilling to bring primary school children for a visit, has impacted on visitor numbers.</p> <p>Museum staff and volunteers are working hard to reconfigure how school visits are delivered, but this will remain challenging once general visitor numbers increase over the warmer months. This is because managing gallery spaces for school visits alongside general public visits will put pressure on the capacity of the Mill Green and Bath House sites.</p> <p>So setting a meaningful PI target for 2016-17 will be difficult until a solution to re-provide the study room is implemented.</p>

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 16 - Percentage of household waste collected and sent for reuse, recycling and composting</p> <p><i>Head of Environment</i></p>	48%	43%	49%	44%	This is a provisional result and is a slight improvement compared to Quarter 4 last year. The result has fallen due to the seasonal composting tonnage which is always lower in the colder months of the year (January to March).
<p>PI 23 - Level of planning appeals allowed against the council's decision as a percentage of the total number of planning appeals against refusals of planning applications</p> <p><i>Head of Planning</i></p>	33%	50%	33%	45%	There were 11 appeal decisions in Quarter 4, of which 6 have been dismissed. This is an improvement on the previous two quarters. Decisions by the Inspectorate are not always consistent so it is often difficult to determine how the authority should assess applications. An assessment of every appeal is made to help establish any consensus in decision making by the Inspectorate.
<p>PI 36 - Number of privately rented homes inspected to check their safety and management standards</p> <p><i>Head of Housing & Community</i></p>	88	108	88	64	<p>Although the Quarter 4 outturn fell short of the target, this is in part due to profiling because the yearly target has been significantly exceeded (e.g. 375 inspections against an annual target of 350).</p> <p>As a result the annual target for 2016-17 has been revised upwards to take account of the increased efficiency and activity of the team.</p>

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 35 - Maximum number of households living in temporary accommodation in the borough</p> <p><i>Head of Housing & Community</i></p>	55	69	55	71	<p>The number of households approaching us as homeless has increased in Quarter 4, and a continuing trend is the rise in the number of people approaching that are losing private sector tenancies and the number of women facing domestic abuse.</p> <p>This is coupled with private sector rents continuing to rise, making it increasingly difficult for households to access this sector. To put this scale of the issue in perspective, all of the cases that were accepted as homeless during March 2016 were from households who had lost a private sector tenancy. More people presenting as homeless means the numbers in temporary accommodation increase. A further impact is the average length of stay in temporary accommodation (13 weeks against a target of 12 weeks). A paucity of 2 bedroom properties, which is the most common type required, has delayed access to move on housing for many households.</p> <p>We are seeking to meet this challenge by coming up with solutions to help people access the private sector and, where possible, keep people in their homes. Our new Accommodation Services Officer has been in post since January 2016 who is developing relationships with local private landlords and letting agencies.</p> <p>It is important to highlight that, with effective management, we have been able to meet increasing demand without the need to place households in Bed and Breakfast accommodation to date. We are also in the early stages of exploring options for increasing housing provision for homeless households.</p>

Strategic Risks

Our Risk Register enables the reporting of all strategic risks using a traffic light system to determine both their impact and likelihood of occurrence. Strategic risks are assessed by the responsible Director and their Executive Member based on current circumstances and are reviewed and updated every six months in April and October.

All strategic risks are summarised here:

Current Strategic Risks		
Red	Amber	Green
0 (0%)	6 (40%)	9 (60%)

Amber strategic risks were reported in: Local Plan, Governance, Communications, Engagement, Performance Management and Finance.

Mitigation plans and other risk controls are in place for all of our current strategic risks.

Operational Risks

Operational risks are assessed by each of our services on the Risk Register. This is done in the same way as strategic risks but they are unique to individual services.

There are currently seven operational risks reported as 'Red' across our services. These are in the following services:

Governance & Public Health

- Hackney Carriages – Occupational stress
- Hackney Carriages – Deliberate damage to Hackney Carriage staff's personal property
- Public Health – Out of hours noise monitoring for breach of notice

Planning, Housing & Community

- Planning - IT failure or inappropriate / inadequate IT systems
- Planning - Inadequate professional resource
- Strategic Housing – Non delivery on Section 106 sites

Environment

- Environment Services – Recycling Finances / Markets

'Red' risks can be re-assessed by the Head of Service or Executive Director at any time, which may lead to them reducing to either 'Amber' or 'Green'. Risk owners are also prompted by the council's Risk and Resilience Manager to review them every April and October.

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