

A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 29 MARCH 2017** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

A G E N D A

	Time Allocation
PRAYER	2 Minutes
Reverend Jon Randell, St Peter's Church Yaxley will open the meeting with prayer.	
APOLOGIES	2 Minutes
CHAIRMAN'S ANNOUNCEMENTS	10 Minutes
1. MINUTES (Pages 7 - 22)	
To approve as a correct record the Minutes of the meeting of the Council held on 22nd February 2017.	
2. MEMBERS' INTERESTS	
To receive from declarations as to disclosable pecuniary, non-disclosable pecuniary or non-pecuniary interests in relation to any Agenda item. See Notes below.	
3. EXECUTIVE COUNCILLOR PRESENTATIONS AND QUESTIONS TO MEMBERS OF THE CABINET	50 Minutes.
<ul style="list-style-type: none"> a) Councillor J M Palmer, Executive Councillor for Health and Leisure to present on progress with the One Leisure Strategic Plan and the work of the Active Lifestyles Team. b) Councillor R Harrison, Executive Councillor for Growth to present on Economic Development. c) Questions to other Members of the Cabinet. 	
<i>(Notes Executive Councillor Presentation 10 Minutes Questions 10 Minutes Questions to the Cabinet 10 Minutes)</i>	
4. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY	20 Minutes
Councillor R B Howe, Executive Leader to provide an update on the Cambridgeshire and Peterborough Combined Authority.	
In accordance with the Protocol agreed at the last meeting, this item provides an opportunity for District Council Members to ask questions	

and comment on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting.

(Notes: Update 10 Minutes
Questions 10 Minutes).

5. OUTCOMES FROM COMMITTEES AND PANELS (Pages 23 - 24)

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairmen.

ITEMS FOR DECISION

6. CORPORATE PLAN 2016-18 MID-TERM REVIEW (Pages 25 - 50) 5 Minutes.

Councillor R B Howe, Executive Leader to present the outcome of the mid-term review of the Corporate Plan 2016/18 and the revised Performance Management and Data Quality Policy and Framework for approval.

7. REVIEW OF THE EFFECTIVENESS OF THE CORPORATE GOVERNANCE COMMITTEE (Pages 51 - 60) 5 Minutes.

Councillor M Francis, Chairman of the Corporate Governance Committee to present the outcome of a review of the effectiveness of the Corporate Governance Committee.

A copy of the report presented to the meeting of the Corporate Governance Committee on 22 March 2017 is attached and the outcome of the Committee's discussions will be presented to the Council meeting.

Council are requested to consider the proposed amendments to the Committee's Terms of Reference as outlined in Appendix 1 the attached report.

8. CODE OF PROCUREMENT (Pages 61 - 84) 5 Minutes.

Councillor M Francis, Chairman of the Corporate Governance Committee to present the outcome of the annual review of the Council's Code of Procurement.

A copy of the report presented to the meeting of the Corporate Governance Committee on 22 March 2017 is attached and the

outcome of the Committee's discussions will be presented to the Council meeting.

Council are requested to consider the proposed changes to the Code of Procurement as outline in Appendix 2 to the attached report.

9. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS 2 Minutes.

Group Leaders to report on variations to the Membership of Committees and Panels if necessary.

Dated this 21st day of March 2017



Head of Paid Service

Notes

1. Disclosable Pecuniary Interests

- (1) *Members are required to declare any disclosable pecuniary interests and unless you have obtained dispensation, cannot discuss or vote on the matter at the meeting and must also leave the room whilst the matter is being debated or voted on.*
- (2) *A Member has a disclosable pecuniary interest if it -*
 - (a) *relates to you, or*
 - (b) *is an interest of -*
 - (i) *your spouse or civil partner; or*
 - (ii) *a person with whom you are living as husband and wife; or*
 - (iii) *a person with whom you are living as if you were civil partners*

and you are aware that the other person has the interest.
- (3) *Disclosable pecuniary interests includes -*
 - (a) *any employment or profession carried out for profit or gain;*
 - (b) *any financial benefit received by the Member in respect of expenses incurred carrying out his or her duties as a Member (except from the Council);*
 - (c) *any current contracts with the Council;*
 - (d) *any beneficial interest in land/property within the Council's area;*
 - (e) *any licence for a month or longer to occupy land in the Council's area;*
 - (f) *any tenancy where the Council is landlord and the Member (or person in (2)(b) above) has a beneficial interest; or*
 - (g) *a beneficial interest (above the specified level) in the shares of any body which has a place of business or land in the Council's area.*

Non-Statutory Disclosable Interests

- (4) *If a Member has a non-statutory disclosable interest then you are required to declare that interest, but may remain to discuss and vote providing you do not breach the overall Nolan principles.*
- (5) *A Member has a non-statutory disclosable interest where -*
 - (a) *a decision in relation to the business being considered might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a*

person with whom you have a close association to a greater extent than it would affect the majority of the council tax payers, rate payers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority's administrative area, or

(b) it relates to or is likely to affect a disclosable pecuniary interest, but in respect of a member of your family (other than specified in (2)(b) above) or a person with whom you have a close association, or

(c) it relates to or is likely to affect any body –

(i) exercising functions of a public nature; or

(ii) directed to charitable purposes; or

(iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of control or management.

and that interest is not a disclosable pecuniary interest.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 22 February 2017.

PRESENT: Councillor P L E Bucknell – Chairman.

Councillors J D Ablewhite, T D Alban, K M Baker, Mrs B E Boddington, D Brown, G J Bull, E R Butler, S Cawley, B S Chapman, Mrs S Conboy, J E Corley, S J Criswell, J W Davies, D B Dew, Mrs A Dickinson, Mrs A Donaldson, Mrs L A Duffy, M Francis, R Fuller, I D Gardener, D A Giles, Mrs S A Giles, J A Gray, S Greenall, R Harrison, T Hayward, R B Howe, B Hyland, P Kadewere, Mrs R E Mathews, D J Mead, J P Morris, J M Palmer, P D Reeve, M F Shellens, L R Swain, Mrs J Tavener, Mrs S L Taylor, R G Tuplin, D M Tysoe, D R Underwood, K D Wainwright, R J West and J E White.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors R C Carter, D Harty, Mrs P A Jordan, Mrs D C Reynolds and D Watt.

61. PRAYER

The Reverend James Barber of Huntingdon Methodist Church opened the meeting with a prayer.

62. CHAIRMAN'S ANNOUNCEMENTS

The Chairman presented to the Council an account of the activities both he and the Vice-Chairman Councillor R J West had attended since the last meeting. In so doing, the Chairman drew Members attention to his attendance at the Performing Arts Centre, Hinchingsbrooke School for the Gold Duke of Edinburgh's Award Ceremony, a Civic Reception hosted at East Cambridgeshire District Council to celebrate the Chinese New Year and the Great Fen Lego event at Hinchingsbrooke Country Park.

In referring to his hosting of a Holocaust Memorial Service in January 2017 that was attended by students from the St Ivo School, the Chairman reported upon the moving presentation of their experiences that had be brought about by the School's annual visit to Auschwitz and expressed his gratitude to those Members who took part on the Service.

Attention was drawn to forthcoming activities, including the Charity Quiz at the Corn Exchange, St Ives, Pancake Flipathon in Market Square, Huntingdon, Last Night of the Proms from Peterborough Cathedral and hosting of the Flag Raising for Commonwealth Day. The Chairman also reported that there would be an informal presentation to former Councillor I C Bates to award him his title of Honorary Alderman prior to the next meeting on the Council in March 2017.

63. MINUTES

The Minutes of the meeting of the Council held on 21st December 2016 were approved as a correct record and signed by the Chairman.

64. MEMBERS INTERESTS'

Members of the Council who had also been elected as Town/Parish Councillors declared non-statutory disclosable interests in Item No. 71 by virtue of their membership of their respective Town/Parish Councils.

65. 2017/18 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2018/19 TO 2021/22)

The Chairman reminded Members of the decision made by the Council to suspend Council Procedure Rule 11 (Rules of Debate) to enable a full debate to be made by Members on the 2017/18 Budget and medium Term Plan Financial Strategy in an open manner. The Council therefore

RESOLVED

that Council Procedure Rule 11 (Rules of Debate) be suspended for the duration of the discussion on Minute No. 65, during which time the common law rules of debate be observed by Members and applied by the Chairman.

In conjunction with a report by the Head of Resources and PowerPoint presentation (copies of which are appended in the Minute Book), the Executive Councillor for Strategic Resources presented to Members the 2017/18 Revenue Budget, the Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22, the Treasury Management Policy, Strategy and Prudential, Treasury Management and Commercial Investment Strategy (CIS) Indicators for 2017/18 and other associated matters for the Council's consideration and approval.

In accordance with Section (30)2 of the Local Government Finance Act 1992, the Council also considered proposals for levels of Council Tax in 2017/18 for various parts of the Huntingdonshire district.

In his opening remarks, Councillor Gray informed Members that he would be presenting the report at a higher level given the fact that it had previously been discussed at the Overview and Scrutiny Panel (Performance and Customers) and the report had been made available to all Members prior to the Council meeting. Attention was drawn to Appendix 4 of the report that summarised the results of consultation with the business community that, although low, had been a higher response than the previous year.

Councillor Gray expressed his support to Members of the Overview and Scrutiny Panel (Performance and Customers) in consideration of the draft budget and their constructive input. He gave particular thanks to the Managing Director and her Team who had engaged in the process, together with consideration of challenges and direction from fellow Members of the Cabinet and to the Head of Resources, Finance Manager and Members of the Accountancy Team.

In drawing Members' attention to the updated 'Plan on a Page' that outlined the Council's vision and strategic priorities as part of the Corporate Plan, Councillor Gray explained that the Financial Strategy had been updated to

reflect the reduction in the budget deficit that had been reported in the previous year as £3.6m in 2020/21 and had now been a predicted deficit of £1.33m in 2020/21 and £1.36m in 2021/22. In reporting upon the huge accomplishments and significant progress made in achieving a budget surplus of £3m, Councillor Gray indicated that there were further savings to be realised as there was likely to be significant reductions in government grants; Revenue Support Grant and curtailment of the New Homes Bonus.

Members noted that the budgeted contribution to reserves had been held around 15%, with the target that had been set in the previous year being achieved and the Schedule of Fees and Charges had been virtually untouched with a very few minimal increases during the financial year. Councillor Gray reported upon the robustness of the 2017/18 budget and MTFs and review by the Council's Responsible Financial Officer that had demonstrated that managers had been prudent in the delivery of their services and the Council's costs had been firmly under control.

In turning to the setting of the Council Tax base, Councillor Gray reminded Members that the level of Council Tax had not been increased for four years and although reluctant to introduce an increase, it was necessary to ensure the affordability of any increase. With this in mind, it had been proposed to increase Council Tax by 2% for 2017/18 but reduce the Council Tax increase to 1.5% for each year of the MTFs.

Attention was drawn to the impact on the budget of various changes within services, including savings achieved within the Operations Division and investment in resources providing further employment opportunities, savings in reduced insurance premiums and additional income generated through the Commercial Investments Strategy (CIS). Councillor Gray highlighted past and future budgets of spending and funding, by drawing attention to income from Council Tax growth and business rates, together with the impact of the reduction of the New Homes Bonus and Revenue Support Grant but also demonstrated that the cost to deliver the Council's services had decreased in a controlled manner.

Members were reminded of the success of One Leisure and the surplus that had now been achieved, with credit owed to the Executive Leader and Councillor J M Palmer and achievements with investment in the CIS that had added over £0.5m to the overall budget. Councillor Gray further reported upon the Treasury Management Policy Statement and informed Members that the investment activities had been deemed low risk with the ability to access the investments should the need be required.

In concluding his presentation, Councillor Gray reminded Members that the Council had managed to achieve a surplus budget whilst maintaining a productive level of reserves, with the capital programme under control and the Council in control of its debts. It was considered that the service delivered had been of a high standard and a significant amount of work had been undertaken over the past five years to make it more effective and efficient, with the focus now on development of the income streams of One Leisure and the CIS.

Councillor Gray moved the recommendations which were duly seconded by the Executive Leader, Councillor R B Howe.

In response and on behalf of the Liberal Democrat Group, Councillor Mrs S J Conboy thanked the Executive Councillor for his informative and clear presentation and in so doing drew attention to the considerable achievements,

whilst reminding Members of a failed proposal by Councillor M F Shellens in the previous year to increase the level of Council Tax by 2% as it was felt that delivery of the budget at this rate was unsustainable. In outlining her concerns, Councillor Mrs Conboy questioned what steps had been put in place to ensure that the Council would not be issued with a Section 114 Notice under the Local Government Finance Act 1988 and raised the issue of Unitary status for authorities going forward. In response Councillor Gray reported that the role of the Responsible Finance Officer was to err on the side of prudence and caution and, as such, he was confident that the expenditure was lawful and the budget balanced. He further reported that there had been other earmarked reserves available that could be redirected to support revenue expenditure should the need arise.

Councillor D A Giles congratulated the Executive Councillor on his clear and succinct budget presentation and reported that he was pleased to see the support for the illegal poster campaign removal, together with the turnaround of One Leisure and additional funding to tackle homelessness. With this in mind, Councillor Giles indicated his support for an increase in Council Tax to support such initiatives going forward.

In congratulating the Executive Councillor on the clarity of his presentation, Councillor S Greenall paid tribute to the Chairman and Vice-Chairman of the Overview and Scrutiny Panel (Performance and Customers) in consideration of the draft budget, but outlined his concern for the significant level of expenditure of £108k allocated to replace the Civic Suite Audio equipment.

In response to a question from Councillor J P Morris on the issue of a press release advising that the Council Tax would be increased by 2% in advance of the decision taken by the Council that he felt was disrespectful, Councillor Gray explained that the press release had been drafted to detail the recommendations being considered by the Council and had assured Councillor Morris that there had been no intention to pre-determine the decision or to be disrespectful.

Councillor B S Chapman thanked the Officers involved in presentation of a successful budget and indicated his support for the additional resources in the Economic Development Team and questioned whether the Council had given consideration to development of a property development company in operation at East Cambridgeshire District Council for its commercial investments. Councillor Gray reported that this option was currently under consideration by the Treasury Management Group.

Councillor M F Shellens echoed the congratulations of the previous Members but outlined his concerns in relation to various uncertainties, specifically the level of inflation assumption, level of returns of the CIS, new duties that may arise through the retention of business rates, pensions and demands for housing. However, Councillor Shellens had agreed with the basic strategic approach and congratulated the managers involved.

Councillors D B Dew, J D Ablewhite, D M Tysoe, S Cawley and Ms S L Taylor also contributed to the debate that followed, with particular mention of the ongoing capital investments at One Leisure and the requirement to maintain investment at the Leisure Centres to compete with other providers and highlighted a major concern that some Town and Parish Councils had been setting their precepts as high as the District Council, with Huntingdon Town Council exceeding the District Council.

Councillor Gray concluded in response to the comments made by Members that he had shared a similar nervousness regarding inflation and it had not been possible to retain the reliance on grant funding as they would not continue at the same rate as inflation. He also intimated his uncertainty regarding the CIS, but had assured Members that the plan had been delivered for this financial year and would continue in its development.

It having been previously moved and seconded, upon being put to the vote it was further

- (a) that the proposed overall Budget 2017/18 and Medium Term Financial Strategy (MTFS) 2018/19 to 2021/22 (Appendix 1) to include the Revenue Budgets at Section 2, the Capital Programme at Section 3 and the 2017/18 Fees and Charges (at Section 7, Annex A) be approved;
- (b) that an increase of 2% in Council Tax for 2017/18 be approved, i.e. the Band D Charge will increase to £135.84
- (c) that the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved on the 22nd December 2016 (and subsequent publication as a key decision).

**The tax base T which is the amount anticipated £60,111
from a District Council Tax of £1 is**

- (d) that the following amounts calculated by the Council for 2017/18 be approved in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations:-

- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act **£83,864,136**
Gross revenue expenditure including benefits, Town and Parish Precepts
- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) (a) to (d) of the Act **£69,967,795**
Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.
- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A(4) of the Act **£13,896,341**
This is the "Council Tax Requirement" including Parish/Town Precepts (item i minus item ii). It is the cash sum to be funded from District, Town and Parish Council Taxes.

- (iv) the Council Tax requirement for 2017/18 divided by the tax base (T) in accordance with Section 31B(1) of the Act **£231.18**
District plus average Town/Parish Council Tax (item iii divided by District taxbase)
- (v) the aggregate of all “Special Items” referred to in Section 34(1) of the Act **£5,730,673**
The total value of Parish/Town precepts included in i and iii above.
- (vi) the Basic Amount of Council Tax for 2017/18 being item iv less item v divided by the tax base (T) in accordance with Section 34(2) of the Act. **£135.84**
The District Council’s Band D Tax for 2016/17
- (vii) the basic amounts of Council Tax for 2017/18 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34(3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column “band D” set out in Table 1 attached to the Agenda of the meeting of the Council held on 22nd February 2017.
- (viii) the amounts to be taken into account for 2017/18 in respect of dwellings listed in particular valuation bands in accordance with Section 36(1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns “bands A to H” set out in Table 1 attached to the Agenda of the meeting of the Council held on 22nd February 2017.
- (e) that the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 be noted.
- (f) that, having regard to the calculations above, the Council in accordance with Section 30(2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2017/18 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (g) that the Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2017/18 is not excessive. ***The basic amount at b(vi) above is not excessive as defined by the Government.***

Tax Base 2017/18

Abbotsley	252	Holywell-cum-Needingworth	972
Abbots Ripton	133	Houghton & Wyton	792
Alconbury	562	Huntingdon	7,335
Alconbury Weston	285	Kimbolton & Stonely	590
Alwalton	119	Kings Ripton	81
Barham & Woolley	28	Leighton Bromswold	81
Bluntisham	738	Little Paxton	1,555
Brampton	1,830	Morborne	10
Brington &	162	Offord Cluny & Offord	502
Molesworth		D'Arcy	
Broughton	90	Old Hurst	99
Buckden	1,168	Old Weston	90
(incorporating Diddington)			
Buckworth	50	Perry	261
Bury	615	Pidley-cum-Fenton	162
Bythorn & Keyston	144	Ramsey	2,785
Catworth	153	St Ives	5,859
Chesterton	58	St Neots	10,908
Colne	355	Sawtry	1,809
Conington	66	Sibson-cum-Stibbington	224
Covington	45	Somersham	1,357
Denton & Caldecote	27	Southoe & Midloe	152
Earith	587	Spaldwick	245
Easton	76	Stilton	773
Ellington	238	Stow Longa	67
Elton	288	The Stukeleys	442
Farcet	524	Tilbrook	120
Fenstanton	1,161	Toseland	39
Folksworth &	353	Upton & Coppingford	82
Washingley			
Glatton	132	Upwood & The Raveleys	422
Godmanchester	2,421	Warboys	1,368
Grafham	237	Waresley-cum-Tetworth	144
Great & Little	122	Water Newton	45
Gidding			
Great Gransden	451	Winwick	42
Great Paxton	365	Wistow	220
Great Staughton	324	Woodhurst	157
Haddon	25	Woodwalton	81
Hail Weston	249	Wyton-on-the-Hill	418
Hamerton & Steeple Gidding	48	Yaxley	2,898
Hemingford Abbots	335	Yelling	152
Hemingford Grey	1,278		
Hilton	453	TOTAL	60,111
Holme	225		

(h) that future savings targets of £1.4m of Net Expenditure by 2021/22 (Appendix 2) be approved; and

- (i) that the 2017/18 Treasury Management Policy, Strategy & Indicators and the Annual Minimum Revenue Policy (Appendix 3) be approved.

In accordance with the Local Authorities (Standing Order)(England) (Amendment) Regulations 2014m the following Members voted for, against or abstained from the Motion –

For the Motion – Ablewhite, Alban, Baker, Boddington, Brown, Bucknell, Bull, Butler, Cawley, Chapman, Conboy, Corley, Criswell, Davies, Dew, Dickinson, Donaldson, Francis, Fuller, Gardener, D Giles, S Giles, Gray, Greenall, Harrison, Hayward, Howe, Kadewere, Mathews, Mead, Morris, Palmer, Shellens, Swain, Tavener, Taylor, Tuplin, Tysoe, Underwood, Wainwright, West and White.

Against the Motion – Hyland and Reeve.

Abstentions – None.

66. QUESTIONS TO MEMBERS OF THE CABINET

Arising from a question by Councillor P Kadewere from residents of Kings Ripton Road, Huntingdon, the Executive Leader, Councillor R B Howe undertook to obtain further detail from Councillor Kadewere outside of the meeting and address the issues.

In response to a question by Councillor D B Dew on the inclusiveness of public involvement of the Local Plan review, Councillor R Harrison explained that the Council had been working to a tight timetable and an announcement would be forthcoming later that week on the Strategic Transport Strategy (STS) that would be communicated to all Members. Councillor Harrison also undertook to circulate the full technical details, as well as the STS to all Members.

Councillor T Hayward referred to two motions that had been presented to the Council over the past 18 months on the A1 and the level crossing at Buckden and asked for assurance that correspondence had been sent to the highest Minister in Central Government, not the Members of Parliament, in relation to these issues. Whereby, Councillor Harrison reported upon a forthcoming meeting in Milton Keynes the following week to discuss the A1 with Highways England and J Djanogly, Member of Parliament (MP) for Huntingdon. It was further reported that discussions on the level crossings were at a crucial stage and the Council had been awaiting a report from Network Rail before responding further and Councillor Harrison undertook to ensure that the appropriate correspondence was communicated to the MP and Minister.

Arising from a question by Councillor R Fuller in relation to breaches of planning and enforcement issues with the access road from Hemingford Road to the old golf course site in St Ives, Councillor G J Bull had explained that he had been made aware of the breaches and undertook to investigate the use of enforcement powers with the potential breach of conditions in this location.

Councillor B S Chapman referred to the growth in the District and the ensuing problem with the increase in litter and questioned what action was being taken to address the problem. In response Councillor J White explained that it was a national problem and drew Members attention to a Keep Britain Tidy campaign that was being run on the 4th/5th March 2017 that was designed to encourage local communities to tackle the problem of littering. It was further reported that

the Operations Division had invested in new equipment to help address the issue and a Street Cleansing Plan had been developed to tackle such problem areas.

Councillor S Greenall reported upon the recent decision to consult on the closure of Waitrose in Huntingdon and his subsequent petition and questioned what the Cabinet was doing to assist the retention of such retail outlets in the market towns as well as encouraging new businesses. Whereby, the Executive Leader, Councillor R B Howe, explained that the welfare of the market towns was a strategic priority of the work of the Combined Authority and the St Neots Masterplan would be developed as a template for use in other market towns. He further reported that there had been engagement with stakeholders in the towns and had met with Huntingdon BID to address support for retail at a higher level, of which the Council had assisted with the decision not to increase car parking charges this year and would continue to engage and develop strategies to enable market towns to continue to flourish.

In response to a question from Councillor M F Shellens on the reported cuts to the National Health Service with the closure of smaller hospitals and measures taken to ensure such facilities remain in our community, Councillor Howe undertook to take up this issue outside of the meeting.

Arising from a question from Councillor P D Reeve on the lack of regular comment from Cambridgeshire County Council on planning applications and requested that the matter be explored with Senior Officers, Councillor Bull undertook to pursue this issue with Officers at the County Council.

Councillor D A Giles raised a question in relation to the delay in replacement of a road sign in Eaton Socon following damage, whereby Councillor White undertook to investigate the issue and provide a written response.

Arising from concerns raised by Councillor Ms S L Taylor in relation to overhanging trees located near Hen Brook, St Neots, Councillor White reported that the debris from the trees had been assessed for flood risk and there was a programme in place for removal within the next few weeks.

67. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

(a) Cambridgeshire and Peterborough Combined Authority Update

The Executive Leader, Councillor R B Howe, provided an update to Members on progress to date with the work of the Cambridgeshire and Peterborough Combined Authority. Whereupon it was noted that the second meeting of the Combined Authority had met earlier that day and approved a provisional budget for 2017/18 to 2020/21. It was noted that the costs of the Mayor's office had risen to £1m and the Mayoral election costs risen to £1.2m to accommodate the costs for distribution of the candidates address booklet. A further two posts had been created to facilitate the Housing Development Strategy as currently no officer capacity existed.

Members noted that the Combined Authority had been tasked with the development of new policies, fulfilling the legal and governance arrangements and developing the assurance and monitoring framework to ensure the processes are transparent and robust. Councillor Howe further highlighted the work streams that would be covering major project areas of governance, fiscal policy,

infrastructure, housing and skills and work programmes would be developed to allow housing and infrastructure related projects to progress.

Councillor Howe referred to the unblocking of sites allocated for housing to allow for the development of affordable housing and a number of large infrastructure projects under consideration that would be considered by the new Investment Board, Chaired by Councillor Howe with external expertise to adjudicate on infrastructure plans to come forward with recommendations for investment. Attention was also drawn to the Market Town Strategy and development of the Masterplan for St Neots, whereby it was reported that contact had already been made with Councillor Ms A Dickinson and St Neots Town Council.

It was noted that although the organisation was working very well, the Officers involved had been very stretched across all the local authorities and work had begun to recruit to the Chief Executive and other paid posts at the Combined Authority. Councillor Howe explained that through the smart management of resources and better use of public service, including health, social care, fire and police, economies and efficiencies could be achieved by the Combined Authority through the leverage of funding from other agencies.

In referring to the eight sites allocated for housing, Councillor Ms S J Conboy enquired as to whether they had been identified in addition to the Local Plan, whereby Councillor Howe explained that they had already been identified in the Local Plan and it was hoped that growth could be accelerated on these site through the unblocking of infrastructure that currently impeded some developments.

In response to questions from Councillor M F Shellens, Councillor Howe explained the background to the changes in the budget and overall costs to the Combined Authority and reported that a reserve level set at £800k may be deemed a little excessive and the intention was to ensure that the allocation of £20m was depleted as little as possible with the establishment of the Mayor's office but was confident that income generated in five years' time would far outweigh the original allocation of funding.

Arising from a question by Councillor B S Chapman, Councillor Howe explained that the focus of the Combined Authority was within the Cambridgeshire and Peterborough area only but development taking place on the fringes of these boundaries needed to be taken into consideration in the development of projects such as the St Neots Masterplan and would ensure that infrastructure kept pace with housing development.

(b) Cambridgeshire and Peterborough Combined Authority Protocol

Consideration was given to a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) to which was attached a copy of a protocol to allow for the Council's appointee to the Combined Authority to provide a briefing report to each meeting of the Council outlining the activities and decisions of the Combined Authority. The Deputy Leader, Councillor G J Bull,

explained that this would allow Members an opportunity to ask questions on the work of the Combined Authority. Whereupon, it was

RESOLVED

that the protocol to enable the Council's appointee to provide a briefing report/update to each meeting of the Council outlining the activities and decisions of the Combined Authority and to enable Councillors to ask questions for a response or comment on concerns or issues be approved.

(c) Combined Authority (Mayoral Elections) Order 2017 - Appointment of Returning Officer

In conjunction with a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) the Deputy Leader, Councillor G J Bull, outlined to the Council the requirement to appoint a Returning Officer responsible for organising and delivering the Cambridgeshire and Peterborough Combined Authority Mayoral elections in Huntingdonshire. Whereupon, it was

RESOLVED

that the Managing Director be appointed as Returning Officer for the Huntingdonshire area for the Cambridgeshire and Peterborough Combined Authority Mayoral elections in Huntingdonshire to be held in May 2017.

68. PAY POLICY STATEMENT 2017/18

In compliance with the requirements of Sections 38 - 43 of the Localism Act 2011, Councillor S Cawley, Executive Councillor for Transformation and Customers presented a report by the HR Business Partner (LGSS) (a copy of which is appended in the Minute Book) in connection with the District Council's Pay Policy Statement for 2017/18.

The Statement, which is required to be approved by the Council by 31st March 2017 was now produced annually and detailed the Council's policies relating to Officer remuneration.

Accordingly and having noted that a copy of the Pay Policy Statement would be publicised on the Council's website along with data on senior salaries under the Code of Recommended Practice for Local Authorities on Data Transparency 2011, it was moved by Councillor Cawley, duly seconded and

RESOLVED

that the Policy Statement for 2017/18 be approved.

69. INTERIM REVIEW OF POLLING DISTRICTS, POLLING PLACES AND POLLING STATIONS

The Council considered a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) summarising consultation that had been undertaken on proposed changes to the Council's Schedule of Polling Districts and Polling Places following the completion of a recent review of electoral arrangements by the Local Government Boundary

Commission for England (LGBCE) of Cambridgeshire County Council and Huntingdonshire District Council. In so doing, the Deputy Leader, Councillor G J Bull, informed Members that Group Leaders had been consulted on the report and the proposed changes to polling districts must be made to ensure that all electors have reasonable facilities for voting.

In the ensuing discussion, Councillors B S Chapman, D A Giles and Ms S A Giles referred to their disagreement with the new boundaries within St Neots and lack of consultation, whereby it was explained that full consultation was undertaken by the LGBCE on changes to the electoral arrangements and had already been imposed by way of Order and the report presented was to enable the amendment of polling districts in line with these changes. Whereupon, it was

RESOLVED

that the following changes be made to the Council's Schedule of Polling Districts and Polling Places –

- (a) that a new polling district (CT) be created in Huntingdon as the new electoral division boundaries of Huntingdon North and Hartford division and Godmanchester and Huntingdon South division are not coterminous with the existing polling district boundaries of CJ and CH to allow for electors in this polling district to vote in the correct electoral division as shown on the map attached at Appendix B;
- (b) that electors in the area affected by the lack of coterminosity by the new District wards of Huntingdon North ward and The Stukeleys ward not being coterminous with the existing polling districts of CP and CR be moved from CR to CP on publication of the revised register on 1st December 2017 as shown on the map attached at Appendix B;
- (c) that a new polling district (EX) be created in St Ives as the new electoral division boundaries of St Ives North and Wyton division and St Ives South and Needingworth division are not coterminous with the existing polling district boundaries of EC and ED to allow for electors in this polling district and new town ward of Beech to vote in the correct electoral division as shown on the map attached at Appendix C;
- (d) that electors in the area affected by the lack of coterminosity by the new District wards of St Ives East ward and St Ives West ward not being coterminous with the existing polling districts of ED and DY be moved from ED to DY on publication of the revised register on 1st December 2017 as shown on the map attached at Appendix C;
- (e) that a new polling district be created in Fenstanton for the Fenstanton South parish ward as the new County electoral divisions are not coterminous with the new District ward boundaries in this area and the remaining electors in polling district BJ re-named as Fenstanton North parish ward to be created on publication of the revised register on 1st December 2017 to ensure that elections can be run using the new boundaries. A copy of the map detailing the boundaries is attached at Appendix D;
- (f) that polling district EL be amended to be coterminous with the new St Neots Priory Park Town ward on publication of the revised register on 1st December 2017 to ensure that elections can be run using the new

boundaries as shown on the map attached at Appendix E;

- (g) that a new polling district be created for the new St Neots Church Town ward and polling district EJ be amended to be coterminous with the new St Neots Priory Park Town ward on publication of the revised register on 1st December 2017 to ensure that elections can be run using the new boundaries as shown on the map attached at Appendix E;
- (h) that polling district EN split by the new District Wards of St Neots Priory Park and Little Paxton ward and St Neots Eatons ward be amended to be coterminous with the new St Neots Eaton Ford Town ward and a new polling district be created for the Crosshall Town ward on publication of the revised register on 1st December 2017 to ensure that elections can be run using the new boundaries. A copy of the map detailing the boundaries is attached at Appendix E; and
- (i) that a separate polling district FQ be created for Alconbury Weald to take account of the continued planned development as shown on the map attached at Appendix F.

70. ELECTORAL CYCLE OF TOWN AND PARISH COUNCILS IN HUNTINGDONSHIRE

Consideration was given to a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) on the results on consultation undertaken to move the electoral cycle of all Town and Parish Councils to coincide with whole District Council elections from May 2018. The Deputy Leader, Councillor G J Bull, explained that if some Town and Parish Councils remained on their current cycle it could expose them to higher costs for running an election. With this in mind, Councillor Bull moved and it was duly seconded by Councillor R Fuller that the following amendment be made to the recommendations set out in the report by the Elections and Democratic Services Manager –

That the words “with the exception of St Ives Town Council, St Neots Town Council and Warboys Parish Council” be deleted from recommendations (a) and (b) and recommendations (c) to (e) be deleted.

Councillor Mrs S A Giles outlined her disgust with the proposed amendment to overrule the Town Council and Councillor B S Chapman indicated his confusion with the financial argument and suggested that the cost would be financially neutral. He expressed his disappointment of the lack of respect for all the residents of St Neots and suggested that it was an abuse of the democratic process.

In concurring with Councillors Mrs Giles and Chapman, Councillor P D Reeve referred to the importance of Town and Parish Councils in local communities and suggested that if their elections remained combined with the District Council then electors were more likely to vote on party political grounds.

Councillor D A Giles reported that the Councillors had been elected to serve a four year term and appreciated the need for economies but as the Town Council paid for the elections the term should remain for the four year term. Councillor J E Corley suggested that these proposed amendments would destroy all credibility and would not be supported by the residents of St Neots. Councillor Ms S L Taylor similarly outlined her disgust with the proposed

amendments.

In response, Councillor Fuller explained that it was equally undemocratic to allow a six year term for Warboys Parish Council and qualified the suggestion that the Town Council paid for the elections, in fact the residents of the parish paid for the elections.

After discussion and upon being put to the vote the Motion was declared to be CARRIED. Councillors Chapman, Corley, D Giles, S Giles, Reeve and Taylor voted against the motion.

Councillor Chapman moved and was duly seconded by Councillor D A Giles that recommendation (d) remained. Whereupon being put to the vote the Motion was declared to be LOST.

It having previously been moved by Councillor Bull and seconded by Councillor Fuller, in respect of the substantive motion upon being put to the vote it was further

RESOLVED

(a) that an Order be made under section 53 of the Local Government and Public Involvement in Health Act 2007 to set the date of ordinary elections for all Town and Parish Councils as 2018 and every four years thereafter; and

(b) that an Order be made for transitional provision to reduce to term of office of Town and Parish Councillors elected in 2015 and 2016 so that their term of office comes to an end in 2018.

(At 9.40pm, Councillors Chapman, D Giles, S Giles and Taylor left the meeting and did not return).

The Chairman restored order to the meeting following a request from Councillor T Hayward.

71. MEMBERS ALLOWANCES

Having regard to a report by the Elections and Democratic Services Manager (a copy of which is appended in the Minute Book) in respect of the terms of the Members' Allowances Scheme which provided for an annual adjustment of allowances in accordance with the automatic index mechanism of 1%, the Council

RESOLVED

that there be no increase in Members' allowances in the financial year 2017/18.

72. OUTCOMES FROM COMMITTEES AND PANELS

A copy of the list of meetings held since the last meeting of the Council held on 21st December 2016 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings.

73. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

There were no changes to report.

The meeting ended at 9.45pm.

Chairman

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MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

MARCH 2017

DATE	MEETING AND BUSINESS CONSIDERED
6	OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND CUSTOMERS) <ul style="list-style-type: none">❖ Provisional Agreement for the Transfer of a Loan
7	OVERVIEW AND SCRUTINY PANEL (COMMUNITIES AND ENVIRONMENT) <ul style="list-style-type: none">❖ Cambridgeshire Adaptations Agreement and Huntingdonshire Housing Renewal Assistance Policy❖ Public Rights of Way - Presentation❖ Waste Round Reconfiguration - Update❖ Regulatory Judgement : Luminus Group Ltd❖ Representation on External Organisations – Quarterly Update Report
9	OVERVIEW AND SCRUTINY PANEL (ECONOMY AND GROWTH) <ul style="list-style-type: none">❖ Huntingdonshire Design Guide Supplementary Planning Document
16	CABINET <ul style="list-style-type: none">❖ Cambridgeshire Adaptations Agreement and Huntingdonshire Housing Renewal Assistance Policy❖ Provisional Agreement for the Transfer of a Loan❖ Huntingdonshire Design Guide Supplementary Planning Document❖ Corporate Plan 2016-18 mid-term review
20	DEVELOPMENT MANAGEMENT COMMITTEE <ul style="list-style-type: none">❖ 3 Development Applications❖ Appeal Decisions
22	LICENSING AND PROTECTION COMMITTEE <ul style="list-style-type: none">❖ Proposed Public Space Protection Orders for St Neots❖ Monitoring Report on the Delivery of the Food Law Enforcement and Health and Safety Service Plans❖ Provisional Service Plan for Food Law Enforcement 2017-18❖ Provisional Service Plan for Health and Safety Regulation 2017-18❖ Licensing and Protection Sub-Committee❖ Suspension of Private Hire and Hackney Carriage Vehicle Licences under Delegated Powers

DATE MEETING AND BUSINESS CONSIDERED

22 LICENSING COMMITTEE

- ❖ Licensing Sub-Committees

22 CORPORATE GOVERNANCE COMMITTEE

- ❖ Grant Certification 2015/16
- ❖ Code of Procurement
- ❖ The Code of Conduct and the Register of Disclosable Pecuniary Interests
- ❖ Business Continuity Plans – Update Report
- ❖ External Audit Plan 2016/17
- ❖ External Auditor ISA 260 Report – Implementation of Recommendations
- ❖ Accounting Policies for Annual Financial Report 2016/17
- ❖ Internal Audit Service: Internal Annual Plan
- ❖ Implementation of Audit Actions
- ❖ Progress on issues arising from the 2015/16 Annual Governance Statement
- ❖ Review of the Effectiveness of the Corporate Governance Committee

Public

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan 2016/18 mid-term review
Meeting/Date: Council 29 March 2017
Executive Portfolio: Councillor Robin Howe, Executive Leader
Report by: Adrian Dobbyne, Corporate Team Manager
Ward(s) affected: All Ward(s)

Executive Summary:

The purpose of this report is to seek approval from Council on the mid-term review of the Corporate Plan 2016/18 and the revised Performance Management and Data Quality Policy and Framework.

The Council's Corporate Plan was revised in 2016, comprising of a two year plan outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council. The Plan set out what the council aimed to achieve in addition to the core statutory services.

It was agreed that a 'light touch' review of the Plan would take place in early 2017, to identify whether actions and measures were still fit for purpose i.e. which have been achieved and could be removed, and to consider whether any new actions and measures should be included for 2017/18.

The refreshed plan is still in a draft format awaiting final agreement from Heads of Service and individual Portfolio Holders on actions and measures to be included.

The Performance Management and Data Quality Policy and Framework are now a merged publication to show more clearly the connections between the two in a brief policy with more detail in the supporting framework.

Recommendation(s):

That Council approve the revised actions and key performance indicators in the mid-term review of the Corporate Plan 2016/18.

That Council approve the revised Performance Management and Data Quality Policy and Framework

1. WHAT IS THIS REPORT ABOUT/PURPOSE?

- 1.1 The purpose of this report is to update Members on the draft mid-term review of the Corporate Plan for 2016/18.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Council needs a clear vision with strategic priorities, setting out its objectives and how these will be achieved. The Council's Corporate Plan was reviewed in 2016; it comprises of a two year plan outlining the Vision, Strategic Priorities and Objectives for Huntingdonshire District Council. It was agreed that a refresh would take place early 2017 and Members would be involved with this.
- 2.2 The purpose of the mid-term review is not about creating a new Corporate Plan but providing an opportunity to reflect on whether any changes are necessary. This review provides an opportunity to consider whether any actions or measures have been achieved and should therefore be removed and whether any new actions or measures should be included. It was also an opportunity to consider whether the actions and measures continue to be the right ones. The review took account of whether any changes due to new challenges or new ambitions (Transformation & Devolution) were necessary.
- 2.3 Quarterly performance reporting throughout the year has highlighted areas where actions and PIs could be improved. We have taken into account feedback throughout the year from Heads of Service, Officers who provide data and both Overview & Scrutiny and Cabinet Members.
- 2.4 In addition to reviews undertaken by senior managers and Portfolio Holders, a Task & Finish Group was appointed by the Overview & Scrutiny Panel (Performance & Customers). This group met on 27 February 2017 to review proposed changes and provide their views on alternative or additional actions or PIs. The views of this group were fed back to Heads of Service and Portfolio Holders with all suggestions well received.
- 2.5 All actions and PIs supporting the three Strategic Priorities were examined; proposed changes considered included minor amendment to the wording of some of the objectives, updates to work programme descriptions, removal of a small number of actions or PIs, inclusion of some new actions or PIs or revised descriptions for actions or PIs. Proposals include removal of some actions or PIs because they were complete, not relevant for 2016/17 or no longer considered a useful measure.
- 2.6 This review has been timed to coincide with the development of Service Plans, and where appropriate actions or performance indicators in Service Plans for 2017/18 have been included in the Corporate Plan. Members will continue to monitor progress made against key activities and performance data in the Corporate Plan on a quarterly basis.
- 2.7 The Corporate Plan also provides the high level stage in the "golden thread" that runs from the Plan through Service Plans to individual objectives as set out in Staff Appraisals.
- 2.8 Supporting these developments in the Corporate Plan is a revision and update to the Performance Management Framework and Data Quality Policy. These have been merged to emphasise the importance of having high quality data to support our performance management reporting of which decisions are made.

The policy has been simplified rather than undergoing any significant revision but is supported by more detail in the framework. The Framework shows all the roles and responsibilities and how the performance management cycle works in collating data, managing the information and making decisions based on high quality data. All performance information is underpinned by good data quality and our arrangements to ensure good data quality are set out in this section.

- 2.9 The Council aims to ensure that across all service areas, there is a consistently high standard of data production and use. All staff involved in the collection, collation and reporting of performance data have a responsibility to ensure it can be relied upon. Services need to ensure they have sound procedures in place and provide adequate training and guidance for staff.

3. KEY IMPACTS/RISKS? HOW WILL THEY BE ADDRESSED?

- 3.1 The key impact is that everyone in the Council will be clear about the vision and priorities, and have up to date information about the actions and measures to achieve this.

- Officers will be clear about what is important and their role as identified through individual objectives
- Financial Planning will be more clearly linked to corporate planning
- Service Plans will be developed more clearly linked to corporate planning
- Members will know what information they will get and when
- Portfolio Holders will be able to hold Officers to account
- Overview and Scrutiny will have the information they need to hold Portfolio Holders to account

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 Final amendments to the Corporate Plan will be agreed by Heads of Service and Portfolio Holders and then submitted for approval to Council. Once adopted, it will be made available to all employees through the Intranet. Members will receive a hard copy and the plan will be published on the Council's website. The key actions and performance indicators in the Corporate Plan will be reported quarterly to Overview and Scrutiny, Cabinet and Council. This report will be an integrated report, incorporating financial performance and progress in delivering corporate projects.

5. CONSULTATION

- 5.1 Senior Management Team and Management Team have been involved in the mid-term review of the Corporate Plan, in consultation with their teams. A Task & Finish Group consisting of Members of Overview & Scrutiny Panel (Performance & Customers) has reviewed proposed changes and all Portfolio Holders continue to be consulted through the relevant Heads of Service.

6. LEGAL IMPLICATIONS

- 6.1 Not applicable for this report.

7. RESOURCE IMPLICATIONS

- 7.1 Whilst it is anticipated that there will be no resource implications as Service Plans are being prepared for 2017/18 to support the Corporate Plan, any resource issues will be identified.

8. OTHER IMPLICATIONS

- 8.1 No equality implications have been identified as a result of the mid-term review of the Corporate Plan.

9 REASONS FOR THE RECOMMENDED DECISIONS

- 9.1 The Corporate Plan provides a clear direction for what we are doing, why we are doing it and what impact it is having. The reviewed Corporate Plan will continue to guide the work of services responsible for delivery of the Council's ambitions over the remaining one year period of the current Council Plan

10. LIST OF APPENDICES INCLUDED

Appendix 1 – Draft mid-term review of Corporate Plan 2016/18 showing Key Actions and Key Performance Indicators
Appendix 2 – Performance Management and Data Quality Policy
Appendix 3 - Performance Management and Data Quality Framework

BACKGROUND PAPERS

None

CONTACT OFFICER

Adrian Dobbyne
Corporate Team Manager

Enabling Communities

We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making

<p>1a) Create, protect and enhance our safe and clean built and green environment</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • ensuring that our streets and open spaces are clean and safe; • working closely with partners to reduce crime and anti-social behaviour; • improving the quality of the environment in Huntingdonshire, including infrastructure that supports people to walk and cycle; and • providing and protecting quality green space and community / leisure facilities within developments. 	
<p>Key actions:</p> <p>KA 1. Continue to manage and enhance the joint CCTV service with Cambridge City Council</p> <p>KA 2. Reduce incidences of littering through targeting of enforcement work</p> <p>KA 3. Reduce the level of household waste sent to landfill</p> <p>KA 4. Support delivery of sustainable community / leisure activities / facilities</p> <p>KA 5. Maintain clean open spaces to DEFRA Code of Practice on Litter and Refuse, compliant with the Environmental Protection Act</p> <p>KA 6. Support the delivery of the Sport and Leisure Facilities Strategy</p> <p>KA 7. Support delivery of Open Spaces and Play Provision Strategy</p> <p>KA 8. Action around traffic monitoring/air pollution/air quality management areas (tbc)</p>	<p>Performance Indicators:</p> <p>PI 1. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations</p> <p>PI 2. Percentage of street cleansing and grounds maintenance service requests resolved in five working days</p> <p>PI 3. Percentage of successful enforcements – dog fouling, litter (tbc)</p> <p>PI 4. Number of play spaces created or upgraded</p> <p>PI 5. Percentage of household waste sent to landfill</p>	

Enabling Communities

We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making

<p>1b) Support people to improve their health and well-being</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • prioritising accessible , high quality and well maintained open space and walking and cycling facilities on new housing developments; • meeting the housing and support needs of our population; • enabling people to live independently through the provision of adaptation and accessible housing; • working with partners to improve health and reduce health inequalities; • providing accessible leisure, green spaces, countryside, culture and opportunities; • working to reduce the number of residents in fuel poverty by facilitating residents’ access to available energy funding; and • ensuring new developments have adequate provision of public open spaces including play provision (links to existing measure of play sites). 	
<p>28</p>	<p>Key actions:</p> <p>KA 9. Increase physical activity levels through the provision of activities in One Leisure sites and in parks, open spaces and community settings</p> <p>KA 10. Prevent homelessness where possible by helping households either remain in their current home or find alternative housing</p> <p>KA 11. Work with partners to deliver the homelessness prevention ‘Trailblazer Project’ across Cambridgeshire</p> <p>KA 12. Update the HDC Homelessness Strategy</p> <p>KA 13. Achieve Green Flag (a national standard) status for Priory Park, St Neots</p> <p>KA 14. Support and develop play facilities alongside Town and Parish Councils</p>	<p>Performance Indicators:</p> <p>PI 6. Average length of stay of all households placed in B&B accommodation</p> <p>PI 7a. Participation at targeted services for older people</p> <p>PI 7b. Participation at targeted services for long-term health conditions</p> <p>PI 7c. Participation at targeted services for disability</p> <p>PI 7d. Participation at targeted services for young people (healthy weight)</p> <p>PI 8. Average time between date of referral of Disabled Facilities Grants (DFGs) to practical completion for minor jobs up to £10,000</p> <p>PI 9. Percentage of food premises scoring 3 or above on the Food Hygiene Rating Scheme (tbc)</p> <p>PI 10. Number of complaints about food premises (per 100 food businesses)</p> <p>PI 11a. Increase the number of One Leisure members and users in targeted segments of the community: Young people (8 to 14)</p> <p>PI 11b. Increase the number of One Leisure members and users in targeted segments of the community: Older People (55 to 65)</p> <p>PI 11c. Increase the number of One Leisure members and users in targeted segments of the community: Families with young children</p> <p>PI 11d. Increase the number of One Leisure members and users in targeted segments of the community: Young adults (18 to 30)</p> <p>PI 12. Number of visits to One Leisure - Leisure Centres</p>

Enabling Communities

We want to make Huntingdonshire a better place to live, to improve health and well-being and for communities to get involved with local decision making

<p>1c) Develop stronger and more resilient communities to enable people to help themselves</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • supporting community development and enabling the voluntary and community sector to develop; • working with communities to build resilience; • increasing and supporting the development of the levels of volunteering; and • supporting, enabling and facilitating individuals to improve their health and wellbeing through self-care. 	
<p>Key actions:</p> <p>KA 15. Support community planning including working with parishes to complete Neighbourhood and Parish Plans</p> <p>KA 16. Review control and management of council owned assets and, where mutually beneficial, transfer ownership of council owned assets to the community</p> <p>KA 17. Manage the Community Chest funding pot and voluntary sector funding to encourage and promote projects to build and support community development</p> <p>KA 18. Supporting the development of volunteer opportunities</p> <p>KA 19. Support Sports Club development e.g. number of clubs worked with over the year</p> <p>KA 20. Continue to work with volunteers to manage and maintain relevant parks and open space</p> <p>KA 21. Support and encourage community action on litter picking</p>		<p>Performance Indicators:</p> <p>PI 13. Number of days of volunteering to support HDC service delivery (e.g. Countryside and Leisure and Health)</p>

Delivering Sustainable Growth

We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

<p>2a) Accelerate business growth and investment</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • promoting inward investment; • supporting economic growth in market towns and rural areas; • supporting new and growing businesses and promoting business success; • supporting economic growth by prioritising planning advice to growing key businesses; and • supporting the delivery of the Alconbury Enterprise Zone. 	
<p>Key actions:</p> <p>KA 22. Review the focus for service delivery in the Council’s Economic Growth Plan 2013-2023 on an annual basis</p> <p>KA 23. Deliver the Council’s Marketing Strategy Implementation Plan to raise the profile of Huntingdonshire as a location of choice for business growth and investment</p> <p>KA 24. Deliver a Car Parking Strategy that is supportive of residents, visitors and local businesses</p>	<p>Performance Indicators:</p> <p>PI 14. Number of Marketing Strategy actions on track</p>	

Delivering Sustainable Growth

We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

<p>2b) Support development of infrastructure to enable growth</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • influencing the development of the Highways and Transport Infrastructure Strategy; and • facilitating the delivery of infrastructure to support housing growth. 	
<p>Key actions:</p> <p>KA 25. Prepare an infrastructure Delivery Plan alongside the Local Plan</p> <p>KA 26. Continue to work with partners and influence the Local Enterprise Partnership (LEP) and Combined Authority to secure resource to facilitate delivery of new housing and drive economic growth and to mitigate any negative impact of this</p> <p>KA 27. Continue to provide active input into the delivery stage of the A14 and to lobby for dualling of the A428 and improvements to the A1 and the local road network to deliver the specific requirements of the Council</p>	<p>Performance Indicators:</p> <p>PI 15. Proportion of Community Infrastructure Levy (CIL) receipts allocated</p>	

Delivering Sustainable Growth

We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

<p>2c) Develop a flexible and skilled local workforce</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • ensuring there are the full range of sufficient skills to support the Enterprise Zone; • working with businesses to establish current and future skills needs; and • creating stronger links between businesses and education and training providers. 	
<p>Key actions: KA 28. Work in partnership to ensure local delivery of training to meet business growth KA 29. Encourage and support all levels of apprenticeships across the district</p>	<p>Performance Indicators: PI 16. Throughput over previous twelve months – number of people attending EDGE ‘sharper skills for enterprise’ events PI 17. Number of EDGE customers supported (current caseload)</p>	

Delivering Sustainable Growth

We want to make Huntingdonshire a better place to work and invest and we want to deliver new and appropriate housing

<p>2d) Improve the supply of new and affordable housing, jobs and community facilities to meet current and future need</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • ensuring an adequate supply of housing to meet objectively assessed needs; • planning and delivering the provision of decent market and affordable housing for current and future needs; and • ensuring that there are the right community and leisure facilities to accommodate the housing growth. 	
<p>Key actions:</p> <p>KA 30. Prepare the submission draft of the Local Plan</p> <p>KA 31. Facilitate delivery of new housing and appropriate infrastructure on the large strategic sites at St Neots, and Alconbury Weald</p> <p>KA 32. Maintain a 5 year housing land supply position</p> <p>KA 33. Adopt a new Housing Strategy and deliver the associated Affordable Housing Action Plan</p> <p>KA 34. Prepare 'masterplans' for the Market Towns</p>	<p>Performance Indicators:</p> <p>PI 18a. Percentage of planning applications processed on target – major (within 13 weeks or agreed extended period)</p> <p>PI 18b. Percentage of planning applications processed on target – minor (within 8 weeks or agreed extended period)</p> <p>PI 18c. Percentage of planning applications processed on target – households extensions (within 8 weeks or agreed extended period)</p> <p>PI 19. Number of new affordable homes delivered</p> <p>PI 20. Net additional homes delivered</p> <p>PI 21. Net business use floor space created</p>	

Becoming a more Efficient and Effective Council

We want to continue to deliver value for money services

<p>3a) Become more efficient and effective in the way we deliver services</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • implementing our Transformation Programme; • supporting development of shared services with partners where opportunities arise; • ensuring our Medium Term Financial Strategy is focused on strategic priorities; • maximising income opportunities, where appropriate; • identifying new opportunities for income generation, where appropriate; • increasing the use of Information Technology to maximise efficiencies • where possible, migrating customers to lower cost online services to be the service of choice; • having a more engaged and motivated workforce; • continuing to reshape the way the Council works to realise our savings target and improving performance; • maximising Council income through effective asset management and collection activities; and • developing a Council apprenticeship programme and education engagement. 	
<p>34</p>	<p>Key actions:</p> <p>KA 35. Deliver the HDC Transformation Programme; relevant work streams are Workspace, Commercial and Business</p> <p>KA 36. Implement action plan to reduce time taken from receipt to decision on Licencing applications</p> <p>KA 37. Aim to reduce energy usage in One Leisure by % (Refit project)</p> <p>KA 38. Introduce more online self-service delivery on the Council's website ensuring we focus on customer need</p> <p>KA 39. Maximise the income generating potential of One Leisure and all traded activities</p> <p>KA 40. Implement the HDC apprenticeship programme for 2017/18</p> <p>KA 41. Undertake an employee survey, sharing the results and producing an action plan to present to Staff and Members.</p>	<p>Performance Indicators:</p> <p>PI 22. Number of Council apprenticeships created</p> <p>PI 23. Percentage of grounds maintenance works inspected which pass the Council's agreed service specification</p> <p>PI 24. Number of missed bins per 1,000 households</p> <p>PI 25. Total amount of energy used in Council buildings</p> <p>PI 26. Average number of days to process new claims for Housing Benefit and Council Tax Support</p> <p>PI 27. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support</p> <p>PI 28. Percentage of business rates collected in year</p> <p>PI 29. Percentage of Council Tax collected in year</p> <p>PI 30. Percentage of space let on estates portfolio</p> <p>PI 31. Percentage of invoices from suppliers paid within 30 days</p> <p>PI 32. Staff sickness days lost per full time employee</p> <p>PI 33. Commercial Estate Rental & Property Fund Income only</p> <p>PI 34. Planned net budget reductions achieved</p> <p>PI 35a. Percentage of Staff Appraisals completed (Quarter 1)</p> <p>PI 35b. Percentage of responses to the Staff Survey (Quarter 2)</p> <p>PI 35c. Percentage of staff survey results improved (Quarter 3)</p> <p>PI 35d. Number of Staff Council (employee group) representatives (Quarter 4)</p>

Becoming a more Efficient and Effective Council

We want to continue to deliver value for money services

<p>3b) Become a more customer focused organisation</p>	<p>Our work programme includes:</p> <ul style="list-style-type: none"> • gaining a better understanding of our customer needs and ensuring all customer engagement is meaningful; • involving customers in significant changes to services; and • ensuring technology is used effectively to maximise our interaction with customers. 	
<p>Key actions:</p> <p>KA 42. Deliver the HDC Transformation Programme; relevant work streams are Customers and People</p> <p>KA 43. Deliver a multi-agency delivery service from a single location at Pathfinder House, Huntingdon with the Department of Work and Pensions (DWP) and Citizen’s Advice (CAB)</p>	<p>Performance Indicators:</p> <p>PI 36. Call Centre telephone satisfaction rate</p> <p>PI 37. Customer Service Centre satisfaction rate</p> <p>PI 38a. Percentage of Stage 1 complaints resolved within time</p> <p>PI 38b. Percentage of Stage 2 complaints resolved within time</p> <p>PI 39. Website satisfaction rate</p> <p>PI 40. Percentage of calls to Call Centre answered within acceptable timescale</p>	

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Performance Management and Data Quality Policy

1.0 Introduction

Huntingdonshire District Council is committed to effective performance management which is important to the success of any organisation. It ensures we remain focussed on what is important to local people and that we provide efficient and effective services. Underpinning good performance management is good data quality and our arrangements to ensure good data quality are set out in this policy and the accompanying Performance Management and Data Quality Framework.

2.0 Performance Management

The Corporate Plan

The Corporate Plan outlines the Council's priorities and its role working with partners to deliver ambitions for Huntingdonshire. It also sets out how the Council wants to use its own resources, including planned efficiency improvements and service priorities.

The Corporate Plan highlights strategic priorities and objectives the Council is focusing on. It provides the basis for what we do. Our current strategic priorities are:

- Enabling Communities
- Delivering Sustainable Growth
- Becoming a More Efficient and Effective Council

How We Deliver

The Corporate Plan sets out what the Council aims to achieve in addition to our core statutory services and is aligned with the Council's Medium Term Financial Strategy (MTFS).

The MTFS explains how the Council will manage its resources and budgets over a five year period and how resources will be used to deliver services and meet the Council's key aims. Key priorities of each service are considered each year as part of the budget setting process.

Sitting beneath the Corporate Plan are Service Plans which cover all services. Service Plans contain key objectives that each service will work on over the coming year. The Plans also outline how the objectives will be delivered and the resources that this will involve.

The Council's staff appraisal system results in specific targets being set for all employees on an annual basis. Individual objectives and targets should relate to key activities set out in Service Plans, and, in appropriate cases, key actions listed in the Corporate Plan.

How We Monitor, Review and Report

The delivery of all key projects, initiatives, action plans and projects are monitored regularly.

Cabinet Members monitor project and service performance through regular meetings with relevant Corporate Directors and Heads of Service.

Senior Management Team receive quarterly reports on progress made against the key actions and performance indicators in the Corporate Plan.

Scrutiny Members receive formal quarterly reports, which they use to hold Cabinet Members accountable for their portfolios. Inclusion on the agenda of the Overview and Scrutiny Panel

(Performance and Customers) ensures our performance monitoring information is available to the general public and the quarterly report is also published separately on our website.

Heads of Service monitor their own operational performance information, including budget monitoring, service performance and progress on key projects, reporting to their Corporate Director. Managers monitor staff performance and carry out formal staff appraisals at least twice each year, checking that agreed target areas are on track for achievement.

The Council's key strategies and projects are reviewed periodically by the relevant service manager. An overview is maintained by Corporate Directors and Heads of Service, with progress on key projects reported through the quarterly corporate monitoring process.

Acting on performance information

Opportunities for improvement are identified by Councillors and senior managers through a range of processes. In addition; staff, customers, service users and other stakeholders provide an important source of performance information through other feedback mechanisms such as focus groups, team meetings and complaints.

Corporate Governance

The Council has a Code of Corporate Governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives Delivering Good Governance in Local Government: Framework.

On an annual basis, a review must take place of the effectiveness of the systems of internal control and an Annual Governance Statement must be produced. We assess how well we are complying with our Code of Corporate Governance and give an opinion on whether the corporate governance arrangements are adequate and operating effectively.

3.0 Data Quality Framework

The Council recognises the importance of data quality as we need reliable, accurate and timely performance information with which to manage services, inform users and account for our performance. We are committed to ensuring that we maintain the highest standards of data quality and as a result get our performance information "right first time". This will enable us to have the right information at the right time at the right cost.

There are a number of principles that underpin good data quality which have to be adhered to. These principles and the steps we take to ensure good data quality detail can be found in the framework.

4.0 Roles and Responsibilities

Our approach relies on us all to take performance management seriously and ensure the Council makes its plans, policies and decisions based on good quality information. The details of each role and responsibility can be found in the framework.

For further information please see the framework. For support or guidance, please contact the Corporate Team.

Name of Policy	Performance Management and Data Quality Policy
Date approved/adopted	March 2017
Approved by	Council

Performance Management and Data Quality Framework

What is Performance Management?

Performance Management is about taking action in response to actual performance to make outcomes better than they would otherwise be. Inherent within this is the need to know and understand both the intended outcomes and current performance levels.

Performance Management happens at all levels of the organisation and involves elected Councillors as well as individual employees (see roles and responsibilities at Appendix A).

Our performance cycle

Effective Performance Management is based on a continual process, or cycle, which has the following key elements:

1. Agree or reaffirm a set of outcomes and **PLAN** what needs to be done to achieve those aims
2. Work to **DELIVER** what is in the Plan!
3. **MONITOR** our progress and performance
4. **REVIEW** and **REPORT** what has gone well or what could have gone better



The National Performance Management Framework

Following the general election in May 2011, the coalition government introduced changes to the national framework; this included deletion of the National Indicator set, abolition of the Comprehensive Area Assessment regime, Local Area Agreements and Local Public Service Agreements and the removal of the Audit Commission's corporate inspection role. Additionally, the requirement to undertake an annual Place Survey was scrapped. Despite these changes, a large amount of data is still reported to national government, through the 'single data list'; although this tends to be factual raw data rather than analysed data.

These changes mean that how local authorities organise, deliver and performance manage their services is essentially up to them - with minimal reporting up to Government. There is, however, a clear expectation that local councils are accountable to local residents and service users. Instead of organising performance management around meeting Government requirements, it is up to councils to performance manage their services in a way that is suitable and appropriate to their own local circumstances. This framework explains how Huntingdonshire District Council has decided to manage, report and scrutinise performance.

The Performance Cycle – Our Plans and How We Deliver

The Council shares common ambitions with its partners and has a vision to improve the quality of life, deliver economic growth and provide value for money services for the people of Huntingdonshire.

The Corporate Plan

The Corporate Plan outlines the Council's strategic priorities and objectives. It also sets out how the Council wants to use its own resources, including any planned efficiency improvements and service priorities. The two year plan is refreshed every year.

The Corporate Plan sets out what the Council aims to achieve in addition to our core statutory services and is aligned with the Council's Medium Term Financial Strategy (MTFS). The MTFS explains how the Council will manage its resources and budgets over a five year period and how resources will be used to deliver services and meet the Council's objectives. Key service priorities are considered each year as part of the budget setting process.

Sitting beneath the Corporate Plan are Service Plans which cover all services. Service Plans contain key objectives that each service will work on over the coming year. The Plans also outline how the objectives will be delivered and the resources that this will involve.

The Council's staff appraisal system results in specific targets being set for employees on an annual basis. Individual objectives and targets should relate to key activities set out in Service Plans, and, in appropriate cases, key actions listed in the Corporate Plan.

The Performance Cycle – How We Monitor, Review and Report

The delivery of all key projects, initiatives and action plans are monitored regularly. Cabinet Members monitor project and service performance through regular meetings with relevant Corporate Directors and Heads of Service.

The Senior Management Team receives quarterly reports on progress made against the key actions in the Corporate Plan and information and analysis on achievement against a suite of agreed corporate performance indicators. Quarterly reports are published on the Council's intranet and website and are formally presented to the relevant Overview and Scrutiny Panel, which uses them to hold Cabinet Members accountable for their portfolios.

Heads of Service monitor their own operational performance information, including budget monitoring, service performance and progress on key projects, reporting to their Corporate Director. Managers monitor staff performance and carry out formal staff appraisals at least twice each year, checking that agreed target areas are on track for achievement.

The Corporate Team ensure that managers at all levels receive appropriate training on the scheme and monitor adherence. The Council's key strategies and projects are reviewed periodically. An overview is maintained by Corporate Directors and progress on key projects is reported through the quarterly corporate monitoring process.

Acting on performance information

Opportunities for improvement are identified by Councillors and senior managers through a range of processes. Cabinet can request managers to provide information on performance issues and call for further work to be undertaken to address specific concerns, if applicable. The relevant Overview and Scrutiny Panel can also request that information about performance be provided and explained.

The Corporate Team and Finance Team check that financial and performance decisions are aligned and that resources are focussed on supporting the key priorities. They will work with managers and Councillors to resolve any conflicts that arise. Their role is also to share learning and good practice and ensure that value for money considerations are central to decision making.

Opportunities for improvement may be identified through research into best practice at other authorities, as well as by reviewing our own processes and how they can be improved. There are a number of opportunities to share learning and good practice with other local authorities and organisations through networks and attendance at events. Peer review

processes – where another council or an improvement group is invited to challenge areas of performance and suggest changes – are also used where it is appropriate. A Corporate Peer Challenge in 2016 identified opportunities for improvement now included in an action plan.

Customers, service users and other stakeholders provide an important source of performance information through feedback mechanisms, focus groups, surveys and complaints. Information is collected, monitored and can be used to improve services. The Council has a corporate approach to dealing with complaints and monitoring that data.

Feedback from staff can also be useful in identifying opportunities to improve services and performance. Feedback comes from team meetings, staff consultations, staff appraisals and exit interviews.

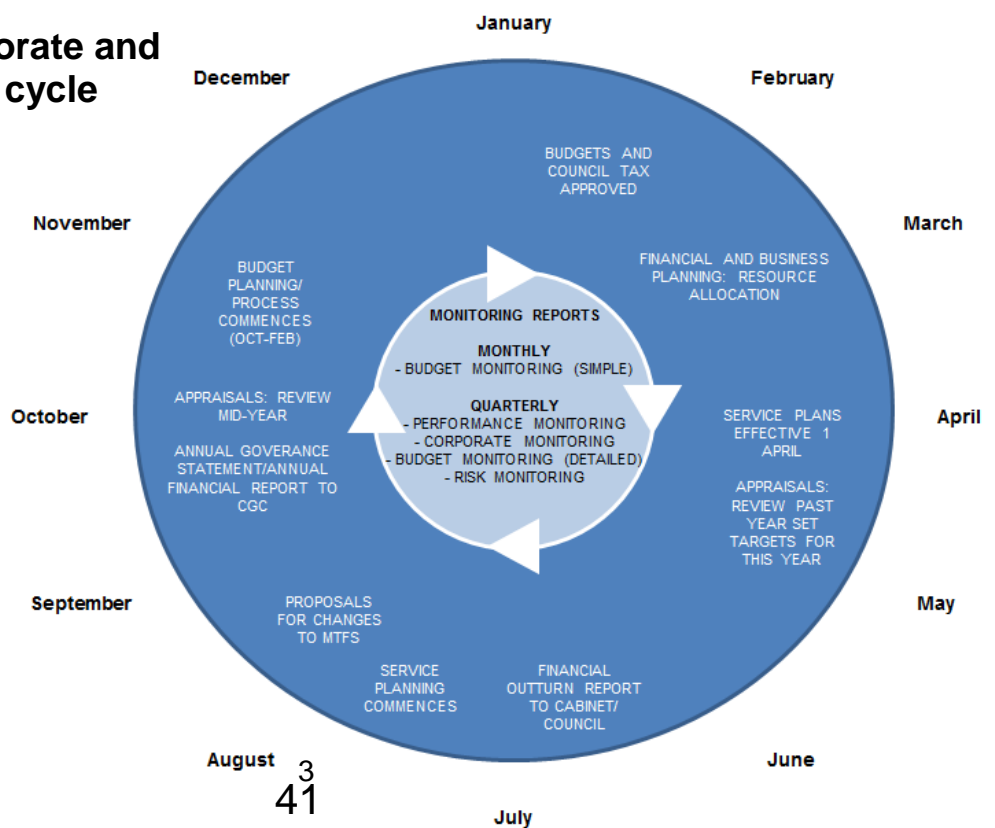
Corporate Governance

We are responsible for ensuring that our business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. We also have a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which our functions are exercised. In meeting this overall responsibility, we are also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

The Council has a Code of Corporate Governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy / Society of Local Authority Chief Executives Framework Delivering Good Governance in Local Government. On an annual basis, a review must take place of the effectiveness of the systems of internal control and an Annual Governance Statement must be produced. We assess how well we are complying with our Code of Corporate Governance and give an opinion on whether the corporate governance arrangements are adequate and operating effectively.

The Internal Audit team carry out the monitoring and assessment required to prepare the Annual Governance Statement on behalf of the Executive Leader and Managing Director.

The annual corporate and budget planning cycle



Data Quality Framework

All performance information is underpinned by good data quality and our arrangements to ensure good data quality are set out in this section. The Council aims to ensure that across all service areas, there is a consistently high standard of data production and use.

All staff involved in the collection, collation and reporting of performance data have a responsibility to ensure it can be relied upon. Services need to ensure they have sound procedures in place and provide adequate training and guidance for staff.

What is good Data Quality?

The Council recognises the importance of data quality as we need reliable, accurate and timely performance information with which to manage services, inform users and account for our performance. We are committed to ensuring that we maintain the highest standards of data quality and as a result get our performance information “right first time”. This will enable us to have the right information at the right time at the right cost.

There are six key characteristics that can be used to describe how the quality of data can be determined. These can help the Council and its partners to assess the calibre of information it handles and, where necessary, take action to address weaknesses in the data.

Accurate

Data should be of a level of accuracy suitable for its intended purposes. Data should ideally only be captured once. Where compromises have to be made on accuracy, the resulting limitations of the data should be made clear to users.

Valid

Data should be recorded and used in compliance with all relevant requirements, including the correct application of any rules or definitions. This will ensure consistency.

Reliable

All data should be the product of stable and consistent data collection processes whether using manual or computer-based systems. Data should represent current positions.

Timely

Data capture should take place as quickly as possible following an event or activity and made available for the intended use promptly. Data must be made available frequently enough to support information needs and influence the service/management decisions.

Relevant

Data should be relevant to the purposes for which it is intended to be used. This necessitates periodic review of requirements to ensure information reflects changing needs.

Complete

Data requirements should be clearly specified based on the information needs of the organisation and data collection processes.

Why is Data Quality important in performance monitoring?

Information Security – British Standard (ISO 27001) states that information should be suitable for purpose, kept confidential, have high integrity and be suitably available.

The quality of our data is crucial for assessments of the Council's effectiveness, as are the policies and strategies for ensuring data quality.

The Council recognises the need to achieve a balance between the resources required to set and meet data quality standards and the relative benefits that follow. We will take this into account in developing our approach to monitoring and review. It will be necessary to focus resources on data that the Council regards as critical to its overall objectives.

Data Quality Principles

There are a number of principles that underpin good data quality as follows:

Understanding:

- Everyone recognises the need for good data quality and how they can contribute.

Definitions: everyone knows which Performance Indicators (PI's) are produced from the information they input and how they are defined.

- Statutory PIs have nationally set definitions. It is important that every detail of the definition is applied. This ensures that data is recorded consistently, allowing for comparison over time and national benchmarking. For example, data which is on the 'single data list' or specified in the Local Government Transparency Code.
- Where we set local PIs, we need to ensure that we have established a clear definition and that there are systems available to collect and report the data in an agreed format.
- There may be some similar indicators (some national and some local) measuring the same thing in slightly different ways. It is important to ensure that separate figures are calculated and reported systematically for each definition.
- Every PI should have a named Officer responsible for collecting and reporting the information. This helps ensure consistency in the application of definitions and use of systems for providing the data. Each named Officer should ensure they are kept up-to-date of any changes in definition that may occur from time to time. A data quality template for every PI should be kept up to date by the named Officer.

Input:

- The aim should be 100% accuracy, 100% of the time.
- It is important that employees have clear guidelines and procedures for using systems and are adequately trained to ensure that information is being entered consistently and correctly.
- Controls should also be in place to avoid double-counting. These should be designed according to the nature of the system, in particular where more than one person inputs data. A likely control will be an absolutely clear division of responsibility setting out who is responsible for what data entry.
- The systems must also record all relevant information.

Verification:

- Data requirements should be designed along the principle of 'getting it right first time' in order to avoid waste in time and money spent on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases and maintaining outdated systems.
- In complex systems, even where there are strong controls over input, errors can creep in. Where it is needed, a verification procedure should exist close to the point of data input. The frequency of verification checks will need to be aligned with the frequency of data reporting.

Responsibility:

- Each performance indicator, whether national or local, should have an assigned employee who takes responsibility of the systems to support this PI as well as reporting this information to the required standards.
- Employees with responsibility should document the procedures that need to be undertaken to produce this information.
- Employees with responsibility should work closely with ICT in procuring and managing systems used to record, store or calculate PI data to ensure a robust control environment.
- These procedures should be reviewed and updated on an annual basis.
- Arrangements should be made to provide this information to another employee in the absence of the assigned employee, to enable them to follow the same procedures.
- All employees will be encouraged to report any data quality issues to their line manager.

Output:

- Performance indicators should be extracted regularly and efficiently and communicated quickly.
- Any output produced should have an auditable trail i.e. evidence to support the data output.

Presentation:

- Performance indicators should be presented, with conclusive evidence, in such a way as to give an easily understood and accurate picture of our performance to management, Members, staff and the public.

Awareness

- Data quality is the responsibility of every employee entering, extracting or analysing data from any of the Council's information systems. Every relevant employee should be aware of his or her responsibilities with regard to data quality. The commitment to data quality will be communicated clearly throughout the Council via Heads of Service and managers to reinforce this message.
- Certain employees will have overall responsibility for data quality on a service specific system but this does not exempt others from the responsibility to ensure that data is accurate and up-to-date.
- Responsibility for data quality will be reflected in job descriptions and the appraisal process as appropriate, given the level of involvement employees have in the process.
- There is a collective responsibility for data quality, but it is necessary to be clear about what actions and responsibilities are allocated to specific individuals and teams in order to implement this strategy.

Standards and Procedures

The Council is committed to collecting and processing data according to national and locally defined standards. Standards and procedures are necessary to ensure that:

- Data collection is consistent throughout the organisation and in accordance with national definitions as laid down in the statutory performance indicator guidance where appropriate.
- Information can be meaningfully compared/collated both across the organisation and nationally.

- Where we are setting local PIs we need to ensure that we have established a clear definition and that there are documented procedures available to collect and report the data in an agreed format including responsible officer, who verifies data is correct, targets and frequency of collection. A measure template will be completed for all PIs.

Partners

Some important information is provided by or shared with partner organisations and other external agencies e.g. NHS, Cambridgeshire Constabulary and Cambridgeshire County Council. It is the intention to work constructively with these organisations to provide assurance of the data quality. Any doubts about data quality should be addressed with the appropriate organisation.

Responsibility for data verification lies within the service receiving or sharing the information.

Reporting

Performance data required by government departments or due to legislative requirements normally has a timetable for publication. All performance information should be available in time for management assessment and action prior to submission and/or publication. It is important that performance information is subject to scrutiny and challenge before final reporting. This also applies to our quarterly reports which are considered and reviewed by our Senior Management Team prior to publication on Overview and Scrutiny Panel and Cabinet agendas.

Appendix A: Roles and responsibilities

Our approach relies on us all to take performance management seriously and ensure the Council makes its plans, policies and decisions based on good quality information. Roles and responsibilities are outlined below:

Council

Elected Members are ultimately accountable to the electorate for the overall performance of Council services.

Executive Leader of the Council

Has overall political accountability and is ultimately responsible for the Council's performance.

Cabinet

Is the executive body of the Council. Key actions within each Cabinet Member's portfolio are set out in the Corporate Plan and Service Plans, and the associated resources needed are within the annual budget setting and prioritisation process.

Portfolio Holders

Each Cabinet Member is given a portfolio of services and activities for which they take responsibility. Portfolio Holders are actively involved in reviewing performance in relation to their portfolio. The Executive Leader of the Council has portfolio responsibility for the Council's performance management and data quality arrangements. However, performance management is an integral part of every Portfolio Holder's responsibilities.

Overview and Scrutiny Panels

The role of these bodies is set out in the Council's Constitution. The Panels identify areas of the Council's work that need to be scrutinised and challenge performance and service improvement initiatives. The relevant Panels receive reports such as the quarterly Integrated Performance Monitoring reports. Overview and Scrutiny Panels may choose to convene task and finish groups to investigate a specific performance issue.

Corporate Governance Committee

The Committee monitors the risk management and governance arrangements at the Council to help ensure the effective delivery of services and the achievement of objectives. This Committee, through the work of Internal Audit, ensures the Council has adequate controls in place. The Committee reviews, and should contribute to the development of, the Annual Governance Statement ahead of its presentation to Council via Cabinet.

Senior Management Team

Senior Management Team advise Members regarding the setting of strategic direction and performance improvement priorities. They set targets and standards for performance, and identify and manage strategic and performance issues and opportunities facing the Council. Senior Management Team receives regular information on performance from service managers and considers reports on key strategic performance issues, including achievement against the Corporate Plan.

Senior Management Team has responsibility for ensuring that services have effective data processes for monitoring performance indicators and ensuring that operational responsibilities for data quality have been delegated to individuals.

They also have responsibility for promoting the integration of performance management into the culture of the Council and for ensuring that performance information used in decision making is 'fit for purpose' and reliable.

Heads of Service

Heads of Service are responsible for the overall operational performance of their service and for the contribution that their service makes to the strategic priorities and objectives within the Corporate Plan. They are responsible for contributing to the integration of performance management into their area and for ensuring the quality of all data collected and reported within their areas of responsibility.

Where performance targets are not achieved, Heads of Service are required to explain this and consider what remedial action is required; for corporately monitored performance indicators this is reported in the quarterly monitoring reports. Heads of Service are required to provide assurance on the effectiveness of controls in place to mitigate/reduce poor performance in their service and ensure the involvement of staff in setting relevant and appropriate targets through the annual Service Planning and appraisal process.

Corporate Team

This team supports performance management and data quality within the Council by co-ordinating the corporate approach to performance management and service planning. Support and guidance is provided to Corporate Directors, Heads of Service and service managers in delivering the performance management framework, and on elements such as performance indicators, monitoring of achievement against corporate priorities, benchmarking, research, service planning and service review requirements.

Support is also provided to the services in the creation of data processes that support monitoring, including advice and guidance regarding the collection and calculation of performance indicators and the maintenance of the performance section of the Council's intranet system.

Internal Audit

The team produces the Annual Governance Statement on behalf of the Executive Leader and Managing Director, which is reported to the Cabinet and Council. In addition to dealing with the provision of audit services, this team provides guidance and information on risk management. If data quality issues are identified through the course of an audit, whether linked to performance indicator data or not, this will be raised in the audit report. Internal audit also provide an independent review of the corporate approach to performance management and data quality.

Managers / Supervisors / Team Leaders

All levels of staff with managerial responsibility are responsible for the operational performance of their team and for the two-way communication of corporate initiatives and performance issues. This group of staff are responsible for ensuring their staff have regular appraisals and reviewing the training and skills needed to carry out their jobs. They should also ensure that their staff have access to and are familiar with corporate and departmental policies and procedures on performance management and data quality.

Individual staff

All staff have a responsibility to manage their own performance. Each member of staff will be set specific targets as part of their appraisal every year, which staff members will be involved with agreeing. As well as identifying actions and targets for the current year, relevant training/personal development needs are identified through the appraisal process. Formal procedures exist to address continual and serious cases of under-performance.

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Review of the Effectiveness of the Corporate Governance Committee
Meeting/Date:	Corporate Governance Committee – 22 March 2017 Council – 29 March 2017
Executive Portfolio:	Resources: Councillor J A Gray
Report by:	Internal Audit & Risk Manager
Ward(s) affected:	All Wards

Executive Summary:

The Corporate Governance Committee held an informal meeting on the 25 January to consider their own effectiveness. Nine Members of the Committee were present. Following the review, the Chairman of the Committee concluded that it acted on an apolitical basis, has sufficient authority and resources to fulfil its terms of reference and performed its role effectively and independently.

A number of opportunities to improve the effectiveness of the Committee were identified and are summarised below.

1. The Committee's terms of reference should be amended to reflect its role and responsibility (see Appendix 1).
2. The Chairman should reinstate private meetings with the external auditor.
3. The Head of Resources deliver training to the Committee ahead of the meeting at which the financial statements are presented.
4. The Head of Resources agree a training plan for Committee Members with the Committee Chairman.
5. An induction plan is agreed by the Chairman and delivered to all new Committee members within eight weeks of their appointment to the Committee.
6. A draft copy of the minutes are circulated by email to Committee Members shortly after a meeting has been held. (Note: due to current staffing changes within Democratic Services, this may not be possible to introduce immediately).
7. The Committee consider whether or not it wishes to expand its work plan and receive reports on significant cross-cutting organisation wide issues.
8. The Committee consider whether or not it wishes to introduce the concept of 'subject experts' and if so, agree how to proceed.

The Corporate Governance Committee undertook its first effectiveness review in

2008. Including this year, all of the reviews (7 in the last 10 years) have been based on a set of 'best practice' questions, prepared and updated as necessary, by the Internal Audit & Risk Manager.

Whilst the Committee have expressed a wish that the annual reviews continue. it may be appropriate to consider commissioning an external review once every five years so that a fresh perspective on the Committee's effectiveness is obtained. It is estimated that this will cost approximately £5k. No budget is currently available to fund this review.

Arising from the last review in 2015, three actions were agreed. All have been introduced (see Appendix 2).

RECOMMENDATIONS:

It is recommended that the Corporate Governance Committee:

1. Comment upon the outcome of the review of its effectiveness;
2. Recommend to Council the changes proposed to its terms of reference;
3. Endorse the opportunities (items 3 – 6 inclusive above) that have been identified to further improve Committee effectiveness;
4. Decide what action it wishes to take in respect of expanding its work plan (item 7 above) and introducing 'subject experts' (item 8 above); and
5. Decide whether an external review of effectiveness should be commissioned.

It is **RECOMMENDED** that the Council

adopt the proposed changes to the terms of reference of the Corporate Governance Committee as set out in Appendix 1 to this report.

1. PURPOSE OF THE REPORT

- 1.1 This report summarises the outcome of the informal Corporate Governance Committee meeting held on 25 January 2017 when it considered its overall effectiveness.

2. BACKGROUND

- 2.1 Whilst it is not a statutory requirement, it is considered best practice (both in the public and private sectors) that the 'audit committee' review their own effectiveness. The Committee and its predecessor Panel have undertaken a review in seven of the last nine years.
- 2.2 The Internal Audit & Risk Manager reviewed the previous checklist of questions and that had been used to assess effectiveness to ensure they remained appropriate and covered all areas of the Committee's terms of reference.
- 2.3 The questions have been compiled over a number of years and are based upon the Chartered Institute of Public Finance and Accountancy (CIPFA) and the National Audit Office good practice documentation supplemented by best practice within the private sector. The review considered 74 questions together with a range of supplementary information.

3. OUTCOME OF THE REVIEW

- 3.1 The Chairman of the Committee is of the opinion that the Committee are acting effectively and fulfilling its terms of reference. A number of opportunities to further improve Committee effectiveness have been identified and are detailed below.

Issue

1. The Committee's terms of reference do not accurately reflect its role and responsibilities. They do not refer to the Committee's role in:
- Considering and recommending to Council changes to the constitution;
 - Monitoring counter-fraud and whistleblowing arrangements; and
 - Reviewing value for money arrangements.

The opportunity should also be taken to clarify the Committee's role as 'Board' within the Public Sector Internal Audit Standards and its decision that it will submit an annual report to Council (as per the recommendation made in September 2016).

2. For reasons that were out of the control of the Chairman and Vice-Chairman, they were unable to meet privately with the external auditor prior to the Committee considering the 2015/16 annual financial statement.

Action to taken

Amended terms of reference (see Appendix 1) to be submitted to Council for approval.

(All of the proposed changes to the terms of reference have been clearly marked within the Appendix).

Reinstatement of the private meeting with the external auditor (which will also add to understanding in respect of item e below).

- | | | |
|----|---|--|
| 3. | The Committee needs to be confident that the financial statements have been produced accurately and in compliance with relevant guidelines. | The Head of Resources deliver training to the Committee ahead of the meeting at which the financial statements are presented. |
| 4. | Whilst a skills and needs assessment has recently been completed by Committee Members the resulting training plan has not yet been agreed. | A training plan will be agreed with the Committee Chairman. |
| 5. | There is no induction plan for new Committee members. | An induction plan is agreed by the Chairman and delivered to all new Committee members within eight weeks of their appointment to the Committee. |
| 6. | It was felt that the minutes of meetings are not circulated quickly enough. The minutes of the last meeting are published within the agenda pack for the forthcoming meeting. This is too long for Members to be able to recollect accurately the decisions taken or discussions held. | A draft copy of the minutes are circulated by email to Committee Members shortly after a meeting has been held. |
| 7. | Whilst the Committee's work plan allowed it to fulfil its terms of reference, it was felt that its contribution to improving governance could be extended through considering reviews of significant cross-cutting organisation wide issues. This would assure the Committee that processes were sound and give them more confidence in the content of the annual governance statement. The Committee was clear that any expansion of work should not usurp the work of other Committees or Panels. | The Committee consider whether or not it wishes to expand its work plan and receive governance reports on significant cross-cutting organisation wide issues (e.g. procurement, project management, budgetary control, ethical governance. IT security, staff recruitment and training). |
| 8. | Is there an opportunity for Members with a particularly aptitude for a specific area of the Committee's work to become 'subject experts'. Whilst they could take the lead on an item when it came before the Committee, it would not preclude other Members from questioning as necessary. | The Committee consider whether or not it wishes to introduce the concept of 'subject experts' and if so, agree how to proceed. |

3.2 There were three actions arising from the last effectiveness review which was completed in 2015. All have been introduced. The table in Appendix 2 provides more information.

4. KEY IMPACTS / RISKS

4.1 The Committee needs to remain effective so that it can provide, on behalf of the Council, independent challenge to the Executive and Officers. The annual

review gives the Committee the opportunity to review how it has worked and how it can improve.

- 4.2 It is proposed that annual reviews of the Committee continue. As with internal audit, it may be appropriate to consider commissioning an external review once every five years so that a fresh perspective on the Committee's effectiveness is obtained. If it is decided that an external review is to be undertaken, consideration should be given to holding it at the same time as the next external review of internal audit (which has to be no later than March 2019).

5. TIMETABLE FOR IMPLEMENTATION

- 5.1 A report will be presented to the Committee in September 2017 outlining the progress that has been made in introducing the agreed actions.

6. LINK TO THE CORPORATE PLAN

- 6.1 An effective Committee plays a key role in the Council's governance framework. It provides the Council with an independent and objective source of assurance on matters relating to financial reporting, internal control, risk management and internal and external audit etc. Good governance underpins all aspects of delivery of the Corporate Plan.

7. RESOURCE IMPLICATIONS

- 7.1 Depending on the decision of the Committee, there may be a number of actions that will need to be introduced. If these cannot be delivered within existing resources, the Committee will be informed at its next meeting of any additional resources required.
- 7.2 No budget is currently available to fund an external effectiveness review. If the decision is taken by the Committee to go-ahead with an external review, then it is estimated that it will cost approximately £5k. A growth bid would be required for the 2018/19 budget.

8. REASONS FOR THE RECOMMENDED DECISIONS

- 8.1 The effectiveness review identified many areas of good practice. Improvements to procedures and process can always be made and the review has highlighted a number of such areas. If introduced, these will both improve the effectiveness of the Committee and the governance of the Council.

9. LIST OF APPENDICES INCLUDED

Appendix 1 – Proposed terms of reference.

Appendix 2 – Action Plan arising from the 2015 effectiveness review

BACKGROUND PAPERS

Effectiveness review of the Corporate Governance Committee

CONTACT OFFICER

Name/Job Title: David Harwood, Internal Audit & Risk Manager

Tel No: 01480 388115

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Corporate Governance Committee : Proposed terms of reference

To discharge the functions of the Council in relation to the Corporate Governance of the Council and to be the Council's "Audit" Committee.

These responsibilities include:

1. Considering proposals to change the Council's Constitutional arrangements and making appropriate recommendations to the Council'
2. Governance - Regularly reviewing the Council's Code of Corporate Governance and recommending any changes to the Council and approving the annual governance statement and reviewing the achievement of any outstanding improvements.
3. Ensuring there are effective arrangements for the management of risk across the Council.
4. ~~Ensuring there are effective arrangements for the system of internal audit of the Council including:~~
 - ~~• considering a regular review of its effectiveness~~
 - ~~• reviewing and approving the internal audit charter;~~
 - ~~• approving internal audit plans and receiving reports on progress in delivery.~~

Fulfilling the Board responsibilities of the Public Sector Internal Audit Standards and ensuring effective internal audit is undertaken in accordance with those Standards.
5. Receiving and considering external audit reports including the adequacy of management response to issues identified.
6. Final Accounts - Approving the accounting policies, statement of accounts and considering any matters arising from the external audit.
7. To consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
8. Reviewing and monitoring the policy and procedure and arrangements for investigating disclosures under the Public Interests Disclosure Act 1999 (Whistleblowing).
9. Monitoring the Anti-Fraud and Corruption Strategy and receive annual updates on countering fraud.
10. The promotion and maintenance of high standards of conduct within the Council.
11. To advise the Council on the adoption or revision of its Codes of Conduct for Members.
12. The promotion and maintenance of high standards of conduct within the town and parish councils within Huntingdonshire.
13. To advise the Council on the adoption or revision of a Protocol for Member/Officer relations.
14. To advise the Council on the adoption of a Code of Conduct for Planning and monitoring operation of the Code. ~~(See Article 9 for further detail.)~~

15. Consideration of reports by the Local Government Ombudsman including compensatory payments.
16. Consider the periodic electoral review and review District and Parish electoral arrangements including boundaries and other electoral matters.
17. Through the Chairman, the Committee will provide the Council with an Annual Report, timed to support finalisation of the financial statements and the Governance Statement, on how it has discharged its responsibilities.

**Standards Sub-Committee
(To include Independent Person and Parish Council representatives)**

To authorise the Monitoring Officer, in consultation with the Chairman of the Corporate Governance Committee, to appoint to the Standards Sub-Committee as and when it is required to be convened.

Functions relating to standards of conduct of members under any relevant provision of, or regulations made under, the Localism Act 2011.

End.

Note:

The changes have been highlighted in grey (new text) or lined through (deleted text).

Action Plan arising from the 2015 effectiveness review

Ref	Issue	Action Proposed	To be completed by	Current position
1	As recommended by the Committee in September 2013 arising from the report on improving internal controls, a procurement strategy should be introduced.	A Procurement Strategy is introduced.	31 March 2016	Cabinet approved a procurement policy in December 2015
2	Five new Members were appointed to the Committee in May 2015. In order to get a clear idea of all Committee Members current knowledge of governance matters, a skills assessment should be completed so that training needs can be identified and addressed.	The Head of Resources to circulate to Committee a skills assessment questionnaire based upon the CIPFA knowledge & skills framework.	31 October 2016	Issued in August 2016. Training needs discussed at CGC December 2016.
3	Whilst Cabinet are now responsible for approving the risk management strategy and ensuring that risk management procedures are in place across the Council, the Committee require assurance that these arrangements are working effectively.	<p>The Head of Resources will provide Committee with an annual report that provides them with assurance on the risk governance arrangements (including leadership, integration of risk management into wider governance arrangements, ownership and accountability for risks including project management).</p> <p><i>NB – The annual report will supplement reports received in the normal course of the Committee's business (e.g. follow-up of risks identified by the external/internal auditor, delivery of annual governance statement issues, internal audit plan coverage and in year response to changes in risk).</i></p>	The report to be presented to the June 2016 Committee meeting	Risk management update report presented to CGC in September 2016.

Ref	Issue	Action Proposed	To be completed by	Current position
4	The Committee are aware that a review of the Council's constitution is underway. They would like early sight of any proposed changes so that they are able to adequately deliberate and consider the changes before making any recommendation to Council.	The Corporate Director (Services) will bring forward details of the changes proposed as soon as they are known and have been considered by Corporate Management Team.	To be determined.	Considered by the former CGP in March 2016.

End

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Code of Procurement
Meeting/Date:	Corporate Governance Committee – 22 March 2017 Council – 29 March 2017
Executive Portfolio:	Executive Member for Strategic Resources: Councillor J A Gray
Report by:	Procurement Manager
Ward(s) affected:	All Wards

Executive Summary:

The Code of Procurement is reviewed on an annual basis to ensure that they reflect current legislation and the changing needs of the Council. This policy underpins governance of procurement in the Council and is an annex to the Council's constitution.

There are 4 proposed significant changes:

- (a) A clarification of the rules for disposal of surplus items worth less than £1,000 to charity or by sealed bid to ensure efficient process.
- (b) Harmonisation of tender thresholds to £100k to align with our partner authorities. Our current threshold is £75k. The changes should have little effect on the level of competition as both above and below this threshold is advertised nationally.
- (c) There have been instances where low value requests (some less than £10k) for approval have been sent to the Monitoring Officer. The proposal is that Heads of Service can approve single quotes, where justified, and subject to reporting to Corporate Governance Committee quarterly.
- (d) The Finance Bill 2017 revises the Intermediaries Legislation and introduces a duty on Public Bodies to collect income tax and national insurance through Pay-As-You-Earn if the working arrangements of a consultant, interim or contractor becomes like that of an employee. Heads of Service would become responsible for assessing the tax status at the point of engagement. Failure to correctly assess could result in the Council becoming liable for any back taxes owed.

RECOMMENDATIONS:

The Corporate Governance Committee is requested to peruse the report and recommend the proposed changes to the Code of Procurement (Appendix 2) for approval by Council.

It is **RECOMMENDED** that the Council

adopt the proposed changes to the Code of Procurement Committee as set out in Appendix 2 to this report.

1. PURPOSE OF THE REPORT

- 1.1 The Code of Procurement is reviewed on an annual basis to ensure that it reflects current legislation and the changing needs of the Council. These policies underpin the financial governance of the Council and are incorporated in the constitution.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Code of Procurement provides the framework for compliance with current legislation as well as the basis for best practice. Procurement documentation and training will be revised to comply with the changes detailed at paragraph 3 below.

3. OPTIONS CONSIDERED/ANALYSIS

- 3.1 There are four significant changes to this Code, which are summarised below. A detailed explanation is provided at Appendix 1:
- (a) A clarification of the rules for disposal of surplus items worth less than £1,000 to charity or by sealed bid to ensure efficient process.
 - (b) As part of work to align procurement rules and simplify joint procurements with our partner authorities, consideration was given to procurement thresholds. Whilst 3 thresholds result from statute (direct award <£5k, 3 quotes £5k - £25k, and EU threshold £164k), the tender threshold varied amongst the authorities. The proposal is to standardise on £100k, an increase from our current threshold of £75k. The changes should simplify some procurements but would have little effect on the level of competition as both Formal Quotes and Tenders are advertised nationally.
 - (c) There have been instances where low value requests (some less than £10k) for approval have been sent to the Monitoring Officer. The proposal is that Heads of Service can approve single quotes where justified and subject to reporting to Corporate Governance Committee quarterly.
 - (d) The Finance Bill 2017 introduced revisions to the Intermediaries Legislation that affects the engagement of consultants, interims and contractors. Depending on the working arrangements, the Council or Agency (if engaged through an Agency) may become responsible for collecting income tax and national insurance through Pay-As-You-Earn. The amendment ensures that Heads of Service are responsible for assessing the tax status at the point of engagement. Failure to correctly assess could result in the Council becoming liable for any back taxes owed.

4. KEY IMPACTS / RISKS

- 4.1 Failure to incorporate measures to accommodate the Finance Bill 2017 increases the risk of non-compliance with tax regulations leading to demands for back tax and penalties, as well as potential reputational damage.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 5.1 Upon approval, the Code will be a requirement for all procurement operations.

6. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND / OR CORPORATE OBJECTIVES

6.1 The Code of Procurement comes under the “Becoming a More Efficient and Effective Council” aspect of the Corporate Plan, and enabling the Council to “Become more efficient in the way we deliver services and providing value for money services”.

7. LEGAL IMPLICATIONS

7.1 The Code of Procurement has been updated to reflect current legislation and regulations, aiding the Council’s compliance.

8. RESOURCE IMPLICATIONS

8.1 There are no direct cost implications arising from this report, however, the Code promotes best practice best value in the management of the Council’s resources.

9. OTHER IMPLICATIONS

9.1 There are no known other implications.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The Code of Procurement supports the internal governance framework of the Council, it also forms part of the Council’s constitution. This annual review seeks to ensure that it continues to be relevant and up-to-date, reflecting any new statutory regulations of changes in local management and practice.

11. LIST OF APPENDICES INCLUDED

Appendix 1 - Proposed changes to the Code of Procurement
Appendix 2 - Draft amended Code of Procurement

CONTACT OFFICER

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PROPOSED AMENDMENTS TO THE CODE OF PROCUREMENT

1. This briefing note provides an explanation of the proposed changes to the Code of Procurement.

Disposal of Low Value Redundant Equipment

2. Although disposal of low value (< £1000) surplus items by donation to charity or sealed bids from staff has been used in the past, the Code is silent on the subject. The amendment is to formalise these options with the intent of saving staff time where the intrinsic value is very low and the prospect of any worthwhile return to the Council is remote.

Harmonisation of Thresholds

3. As part of the development of common procurement procedures and practice across the three partner authorities, a working group has examined procedural thresholds. The working group identified 3 thresholds that were controlled or influenced by current regulations and a fourth set by individual Authorities' Codes/Standing Orders.
4. The Tender threshold varied amongst the authorities but a common level of £100k was considered appropriate, which also matched County Council's tender threshold. In practical terms, as both Formal Quotes and Tenders are advertised on the same national portal (Contracts Finder) the level of completion should be comparable, albeit that Formal Quotes are a simpler, quicker process.
5. The table below details the proposed thresholds:

	Current Value	Controlling Statute/Regulation	Process	Proposed Values
1	£5k	Local Government Transparency Code 2013	3 Quotes	£5k
2	£25k	Public Contract Regulations 2015	National advert & formal quotes	£25k
3	£75k	Code of Procurement	National advert & tenders	£100k
4	£164k	EU Procurement Directive	Applicable EU procedure	£164k

Approval of Single Quotes

5. Current rules give Heads of Service very limited grounds for approving single quotes which has resulted in a number of small value (£5k - £10k) single quote requests going to the Monitoring Officer for approval. The proposed change permits Heads of Service to approve up to £25k where justified and subject to formal reporting to the Corporate Governance Committee.

Intermediaries Legislation

6. The Finance Bill 2017 introduced revisions to the Intermediaries Legislation that affects the engagement of consultants, interims and contractors. Depending on the contractual arrangements, the nature of work to be undertaken and duration of the engagement the consultants, interim or contractors may be deemed an employee for tax purposes. The Council or Agency (if engaged through an Agency) becomes responsible for collecting income tax and national insurance through Pay-As-You-Earn. The amendment to the Code ensures that HOS are responsible for assessing the tax status at the point of engagement. HMRC have provided a simple online tool to check employment status and guidance has been issued to all Managers. Failure to correctly assess could result in the Council becoming liable for any back taxes owed.

Minor Changes

7. The table below details the additional minor changes made to the Code.

Para.	Section	Summary of Change
1.3	Introduction	Replaces “Manager” with “Officer” to reflect the staff undertaking procurement work.
1.5	Introduction	Broader definition to now include “3Cs partners” providing goods and services to the Council.
1.6	Introduction	Revised paragraph to include low value (<£1k) disposals to charity and the mechanism for disposal to Officers.
1.8	Introduction	Addition of “Crown Commercial Services Procurement Policy Notices” which have statutory effect following the Small Business, Enterprise and Employment Act 2015.
5.3 (c)	Contracts Register	Amendments of the procedure to reflect the requirement for advertisement/competition for requirements over £25,000.
6.4 (e)	Head of Service Approval	Provide authority for the Head of Service to approve single quotes provided they are justified to the Corporate Governance Committee.
6.5 (b)	Monitoring Officer Approval	Subparagraph deleted as the approval of proprietary goods and materials already provided in subparagraph 6.4 (b).
6.5 (e)	Monitoring Officer Approval	Subparagraph deleted as serial programmes no longer used.
11 (b)	Opening of Tenders	Introduces our e-Tendering tool as an authorised means of receiving tenders and quotes.

Huntingdonshire District Council

**CODE OF
PROCUREMENT**

DRAFT MAR 17

2017
(Date)

CODE OF PROCUREMENT

1. INTRODUCTION

1.1 The Code of Procurement defines the regulatory and legal framework for procurement. It has been adopted in accordance with the requirements of Section 135 (2) of the Local Government Act 1972.

1.2 Throughout the Code, reference to Manager shall mean Managing Director, Corporate Director, Head of Service or Budget Manager as appropriate. A Manager shall be responsible for procuring all goods and services that require the quotation or tender procedures as set out in this Code to be followed.

1.3 No **Officer** Manager shall procure any goods or services valued at £5,000 or more unless they have attended training provided by the Procurement Manager and consider themselves to have such detailed knowledge and understanding of this Code and how it shall be applied in respect of the total value of the procurement being considered.

1.4 This Code applies to the procurement, commissioning, hire, rental or lease of -

- ◆ land and buildings, roads or other infrastructure;
- ◆ vehicles or plant;
- ◆ equipment, furniture and fittings;
- ◆ construction and engineering works;
- ◆ information and communication technology - hardware and software;
- ◆ goods, materials and services;
- ◆ repairs and maintenance;
- ◆ consultants, agents and professional services.

1.5 This Code does not apply to purchases made from internal management units **or 3 Cs partners**.

1.6 The Code also applies to the **disposal** sale of assets and goods by the Council. Where the appropriate Manager estimates that the assets **or** goods ~~or services to be sold~~ to be worth less than £1,000, **then the goods or assets may be donated to a recognised Charity. If disposal to Officers is proposed, then the goods or assets shall be advertised internally to all Officers and sealed bids sought.** Where the value is estimated as exceeding £1,000 the ~~'Sale of Equipment' procedures contained within the Inventory procedures shall be followed,~~ **fair market value must be sought.**

1.7 The Council includes the Cabinet, Panels, Committees or other body or person(s) acting in accordance with delegated authority on behalf of the Council.

1.8 All procurements or sales made by or on behalf of the Council shall comply with this Code, subject to any overriding requirements of the Council's Rules of Procedure or Code of Financial Management or British or European Union law or regulation or **Crown Commercial Services' Procurement Policy Notices**.

1.9 Throughout the Code, reference to contractor(s) or sub-contractor(s) shall mean any person, company or supplier who has -

- ◆ requested to be on an approved or ad-hoc approved list of tenderers;
- ◆ been approached to provide a quotation or tender;
- ◆ provided a quotation or tender; or
- ◆ been awarded a contract in accordance with the provisions of this Code.

1.10 The Corporate Director (Services) shall annually review all the financial values contained in the Code to take account of the impact of inflation. The Corporate Director (Services) shall inform all Managers of any amendments to the values prior to the 1st April from which they shall be operative.

2. REPORTING AND ADVERTISING

2.1 Heads of Service shall provide the following information to the Procurement Manager

- ◆ No later than the 1 April each year, details of each contract expected to be advertised in the following year; and an estimate of the total value for each discrete procurement area where the spend is likely to exceed £100,000.
- ◆ new or additional requirements likely to meet or exceed EU thresholds as they arise.

2.2 The Public Procurement Regulations 2015 (Statutory Instrument no. 102 2015) requires that contracts above EU threshold are advised in the Official Journal of the European Union and that any contract opportunity above £25,000 is advertised in the Cabinet Office's portal "Contracts Finder". For requirements estimated as above £5,000 Managers shall advertise in the Contracts Register where needed to stimulate competition and obtain best value. There is no requirement to advertise competitions run using frameworks or approved lists.

Media	Threshold		
	Supplies and Services	Works and Concessions	Light Touch Regime Services
Contracts Register	£5,000	£5,000	£5,000
Contracts Finder	£ 25,000	£ 25,000	£25,000
Official Journal of the European Union (OJEU)	£ 164,176	£ 4,104,394	£597,609

(1 January 2016)

3. 'BEST VALUE' AND SOURCING POLICY

3.1 The Council seeks 'Best Value' in all procurement activity. 'Best Value' being:

- ◆ The opportunity to obtain leverage (better prices and) for volume.
- ◆ Regulatory compliance.

- ◆ Transparent and efficient procurement processes.
- ◆ Appropriate social, environmental and equality outcomes.
- ◆ Minimum procurement overhead.

3.2 Achieving 'Best Value' needs valid competition and valid competition is dependent on the existence of an 'open' market with the selected contractors having the interest, capability and capacity for the work or business being offered. Wherever possible a minimum of three competitive tenders or quotations shall be sought. In selecting contractors to provide a tender or quotation Managers shall ensure that wherever possible -

- ◆ the selection process they are using is fair and equitable, and that no favouritism is shown to any one contractor (e.g. the requirement is not an extract of a contractor's product specification).
- ◆ checks are made to ensure that contractors are interested in this type of business;
- ◆ repeat or 'automatic' invitations to the 'same' contractor or group of contractors are avoided, particularly where previously invited to bid and had failed to do so;
- ◆ 'new' contractors are sought and invited to tender or quote;
- ◆ the geographic area of the search for potential contractors is widened; and
- ◆ 'no-bids' are checked for the reasons for a contractor's failure to bid.

3.3 Sourcing policy is determined by the needs of 'Best Value' and in order of preference is:

(a) Adopted catalogues or framework contracts. An adopted catalogue or framework is the preferred contract for the Council's business within a defined category (a type or group of goods or service). The Procurement Manager shall make available adopted catalogues or framework contracts on the e-marketplace or publish details of the contract or framework in Procurement Protocols & Guidelines. Managers shall ensure that orders for such categories are placed through the e-marketplace using appropriate 'adopted' catalogue or framework contract. The Procurement Manager shall keep under review the continued suitability of any such catalogues, contracts or framework agreements.

(b) Collaborative procurements with other public bodies or authorities.

(c) Council let corporate contracts.

3.4 Some categories are managed corporately by specialist areas. The Procurement Manager shall provide a list of specialist categories and Managers shall ensure all requirements for such categories are referred to the relevant specialist.

Market Sounding

3.5 Market engagement is encouraged to help achieve Best Value though trying to understanding the market, the suppliers, their business models and their costs

3.6 Supplier Meetings/Briefings. To avoid the risk of unfair competitive advantage, any such meeting should be structured as an open event; all questions and answers recorded and with a minimum of 2 officers present. If pre-competition a minimum of 3 suppliers shall be invited and during a competition, all participating contractors shall be invited.

4. METHODS OF ORDERING

4.1 All orders shall be placed through one of the following recognised methods:

- ◆ A purchase order raised on the financial management system.
- ◆ An order raised on the e-marketplace.
- ◆ A procurement card order.
- ◆ A manual purchase order.

4.2 Where there is an exception requirement and the relevant Corporate Director or Head of Service considers that the work is of an emergency nature necessary to enable the service to continue and none of the ordering methods are suitable, the relevant Corporate Director or Head of Service shall record the details of the exceptional requirement and the action taken for future audit.

5. CONTRACTS REGISTER

5.1 In compliance with the Local Government Transparency Code 2013, Managers shall keep a record using the Contracts Register, for all tenders and quotes greater than £5,000 (and subsequent contract extensions); of:

- ◆ the reasons (if appropriate) for not advertising on the Council's 'Latest Opportunities' internet site;
- ◆ all those contractors that were requested to quote or tender;
- ◆ the reasons why those particular contractors were selected to quote or tender;
- ◆ if applicable, the reasons why less than three contractors were selected to quote or tender;
- ◆ if the selected contractor is a Small or Medium Enterprise, voluntary or third sector organisation or charity;
- ◆ if the selected contractor is VAT registered;
- ◆ contract renewal date (if appropriate);
- ◆ summary details of a single tender/quote (if appropriate), and
- ◆ file or other reference to the contract and location of the documents and contract.

5.2 Any procurement estimated to exceed ~~£100,000~~ **£75,000**, which is not covered by the exceptions in paragraph 6 below, must be referred to the Procurement Manager before the procurement process is commenced. If a Manager does not wish to accept the Procurement Manager's advice on any significant aspect the matter will be determined by the relevant Corporate Director. The discussion will cover:

- ◆ Scope and objectives of the procurement;
- ◆ Budget and costing;
- ◆ Tender methods;
- ◆ Product and market information;
- ◆ Timescales; and
- ◆ Deliverables.

5.3 Where there is no adopted contract or framework, Managers shall, wherever practicable, seek to maximise contract values with other Managers to secure lower costs. The Council nevertheless wishes to balance the effort of going to the market with the effort and efficiency of the procurement process. Managers after determining the proposed contract's total value shall then follow one of the procurement procedures detailed below. These procedures shall be used in all procurements or sales bar those exceptions at paragraph 6.

	Procedure	Estimated Total Value of Procurement	Requirement
(a)	Estimate	Up to £5,000	At least 1 written estimate or offer (e-marketplace, email, web or paper) shall be sought and recorded.
(b)	Request for Price (Informal Quote)	£5,000 up to £25,000	At least 3 written estimates or offer (e-marketplace, email or headed paperwork) shall be sought.
(c)	Request for Quote (Formal Quote)	£25,000 to 75,000 £100,000	Formal quotations sought from all contractors expressing interest following advertisement in accordance with paragraph 2.2. A formal written contract prepared in accordance with paragraph 13.2 if justified by potential risk or specialist subject matter. At least 3 formal quotations or offers shall be invited, unless the Manager has complied in full with paragraph 6 of this Code. The Manager will consider whether the nature of the procurement is such that a full competitive tendering would be likely to be beneficial to the Council by reducing cost (by more than the cost of tendering) or risk.
(d)	Tender	£75,000 £100,000 to EU Procurement Threshold	Competitive tenders shall be obtained using one of the tendering options in this Code, and a formal written contract prepared in accordance with paragraph 13.2.
(e)	EU tender	The EU Threshold and above	The appropriate EU procurement directive shall be complied with.

5.4 Total value is the cost of all elements of the procurement (e.g. installation, testing, training, maintenance, etc). The Manager shall ensure that a procurement is not split or otherwise disaggregated and may choose to competitively tender requirements less than ~~£75,000~~ **£100,000**.

5.5 A Manager shall not invite quotations or tenders from any contractor or sub-contractor who has participated in the preparation of documentation or were involved in other preparatory work for the contract, unless they have, in writing, explained to the Monitoring Officer why this does not constitute an unfair competitive advantage or a conflict of interest and obtained agreement, in writing, that the contractor/sub-contractor may compete in the quote/tender process.

6. TENDER AND REQUEST FOR QUOTATION PROCEDURES

6.1 **Exceptions.** Nothing in this Code shall require tenders/quotes to be sought: -

(a) for purchases made from a Public Purchasing Body (ESPO, PRO5, Crown Commercial Service) where:

- ◆ there is a single supplier 'call-off contract' or catalogue created with fixed prices, or
- ◆ the contract is created to our requirements;

(b) for purchases through local authority, government body or agency, police, health or other similar public authority, where the procurement rules of that organisation have been approved by the Procurement Manager and the contract is created in co-operation, agreed joint requirements or partnership;

(c) for purchases made at public auction.

6.2 Provided that a compliant procurement process is underway a contract may be extended to complete procurement and contract negotiations by up to 3 months subject to agreement of the Procurement Manager.

6.3 **Single Tenders/Quotes.** All single tenders/quotes shall be reported to and recorded by the Procurement Manager in a register kept for that purpose.

6.4 **Head of Service Approval.** A Head of Service can approve a single tender/quote:

(a) if the Head of Service considers that the work is of an emergency nature or is necessary to enable the service to continue and is reported to the next meeting of Cabinet.

(b) for ongoing maintenance of propriety IT systems or where work to be executed or goods, services or materials to be supplied consist of repairs to or the supply of parts of existing proprietary machinery, equipment, hardware or plant and the repairs or the supply of parts cannot be carried out practicably by alternative contractors provided:

- ◆ there is evidence that it is a propriety system;
- ◆ the initial contract award was compliant with this Code;
- ◆ the renewal is for a period not greater than 4 years (this is the time interval the EU uses to calculate contract value for ongoing contracts);
- ◆ the total ongoing value does not exceed the EU threshold.

(c) where a single expression of interest is received for a competition run in accordance with the quote procedures (paragraphs 5.3 (a) & (b)) provided that:

- ◆ a clear description of the requirement has been advertised (paragraph 2.2) for an adequate period;
- ◆ the sole prospective supplier is kept unaware of their status;
- ◆ the process for seeking the quote is compliant.

(d) where a new extension is proposed to a contract awarded under quote procedures (paragraphs 5.3 (a) & (b)) provided:

- ◆ the value of the proposed and all previous extensions to the contract are not greater than 10% of the advertised requirement;
- ◆ the extension does not materially change the nature of the contract;
- ◆ the initial contract award was compliant with this Code.
- ◆ the extension is recorded in the Contracts Register.

(e) where the HoS considers a single quote is in the Council's best interest and:

- ◆ **the total value is less than £25,000; and**
- ◆ **the details and justification are reported to the next quarterly Corporate Governance Committee.**

6.5 Monitoring Officer Approval. A Head of Service after consulting the Monitoring Officer may obtain a single tender or quotation when no satisfactory alternative is available:

(a) Prices are wholly controlled by trade organisations or government order and no reasonably satisfactory alternative is available.

~~(b) Work to be executed or goods, services or materials to be supplied consist of repairs to or the supply of parts of existing proprietary machinery, equipment, hardware or plant and the repairs or the supply of parts cannot be carried out practicably by alternative contractors.~~

(b e) Specialist consultants, agents or professional advisers are required and

- ◆ here is no satisfactory alternative; or
- ◆ evidence indicates that there is likely to be no genuine competition; or
- ◆ it is in the Council's best interest to engage a particular consultant, agent or adviser.

(c d) Products are sold at a fixed price, and market conditions make genuine competition impossible.

~~(e) The proposed contract shall form part of a serial programme. The contract terms shall be negotiated with a contractor, using as a basis for negotiation the rates and prices contained in an initial contract that was awarded following a competitive tendering process that complied with this Code. No more than two serial contracts shall be negotiated from an initial contract.~~

~~(d)~~

(d e) With the Monitoring Officer's agreement, considers that it is in the Council's best interest in negotiating a further contract for works, supplies or services of a similar nature with a contractor who is currently undertaking such work and is reported to the next meeting of cabinet

- 6.6 If the single quote/tender option is used, the Manager shall:
- ◆ seek approval of the Monitoring Officer;
 - ◆ retain records that demonstrate that the best price or value for money has been obtained from the negotiations with the contractor.

7. LIST OF APPROVED TENDERERS

7.1 Tenders shall be invited from at least three contractors selected from an approved list established in accordance with this paragraph of the Code. Vetting is not normally required as the contractor was vetted to join the list.

7.2 The Council uses 2 types of list of approved contractors:

(a) Third party vetted lists of contractors that are compiled and maintained by an external organisation. Only external organisations approved by the Procurement Manager, after consultation with other relevant Manager(s) shall be adopted. The Procurement Manager shall ensure that the external organisation and approved list of contractors is detailed in Procurement Protocols & Guidelines.

(b) Ad-hoc list of approved tenderers. If a Manager believes that the approved list of tenders does not allow him to obtain sufficient competition for 'Best Value', the Manager shall write to the Procurement Manager seeking approval to source additional contractors or create an ad-hoc list of approved tenderers.

7.3 Subject to approval as required in paragraph 7.2(b) the Manager shall:

- ◆ issue a public notice inviting applications for inclusion on a specific approved list for the supply of goods, services or materials.
- ◆ vet (as detailed at paragraph 9.1) all contractors replying to the public notice or who have requested within the previous 12 months to be considered for work of a similar nature;
- ◆ only include contractors satisfactorily completing the checks;
- ◆ tell all potential suppliers how the approved list operates
- ◆ ensure the ad-hoc list shall only be used for seeking tenders for the supply of goods, services or materials specifically detailed within the original public notice;

7.4 The Procurement Manager in conjunction with the relevant Managers shall review the continued suitability of any List of Approved Tenderers periodically and at least prior to the third anniversary of its initial or further adoption.

8. FRAMEWORKS

8.1 All contractors on the framework (or lot if split into lots) shall be invited to submit a tender or quotation unless:

- ◆ the framework explicitly permits direct award;
- ◆ the proposed award is less than the tender threshold (£100,000 75,000);
and
- ◆ the Head of Service can show both objective reasons for the selection of a supplier and evidence of best value.

8.2 No public notice is required and general Terms & Conditions are set in the original framework contract but additional Terms & Conditions specific to the requirement may be permitted. Vetting is not normally required as the contractor was vetted as part of the original framework competition.

9. COMPETITION

9.1 Shortlisting and Restricted Tenders

(a) Restricted (shortlisting) tenders are not permitted for competitions below the EU threshold.

(b) Where allowed, the Manager shall undertake sufficient vetting to ensure that all contractors:

- ◆ comply with minimum standards of Insurance;
- ◆ have the necessary Health & Safety policy and performance and (where applicable) membership of the Contractor's Health and Safety Scheme or equivalent health and safety standard;
- ◆ are financially viable based on a risk based assessment;
- ◆ have an appropriate environmental policy;
- ◆ comply with equalities legislation and policy; and
- ◆ possess the experience and capacity required.

(c) The Procurement Manager shall provide an appropriate questionnaire for the purpose of vetting contractors.

(d) Managers wishing to have a Pre-Qualification Questionnaire returned in electronic format (eg: Excel) must tell bidding suppliers to use the designated email address "procsupport@huntingdonshire.gov.uk" and inform the Procurement Manager of the closing date. The Procurement Manager shall forward the Pre-Qualification Questionnaires to the Manager after the closing date.

9.2 Open Tenders/Quotes

(a) Provided the Manager complies with paragraph 2.2 and is satisfied that Expressions of Interest received represent contractors with genuine interest and capacity, then no further public notice is required. Otherwise public notice may be given in one or more newspapers and/or in an appropriate trade journal. The notice shall state the nature and purpose of the contract, where further information and documentation can be obtained, and state the closing date for the process.

(b) An Invitation to Tender (ITT) or Request to Quote (RFQ) shall be sent to all contractors expressing an interest. ITTs and RFQs may include an appropriate suitability questionnaire. The Procurement Manager shall provide a suitable questionnaire.

9.3 Invitations to Tenders (ITT) and Requests for Quotations (RFQ)

Managers shall ensure that all ITTs and RFQs include;

(a) approved contract terms in accordance with paragraph 13.2 of this Code;

(b) a clear statement that explains if the bid is to be evaluated on the basis of the most economically advantageous tender (best value).

9.4 Evaluation Criteria

Except where the Cabinet decides otherwise, all formal quotations or tenders that are being sought shall:

- (a) be based on a definite written specification, which shall include consideration (where relevant to the requirement) of:
 - ◆ environmental performance including low energy and water consumption and the elimination of substances hazardous to health and the environment.
 - ◆ delivery of social benefit (for services only)
 - ◆ inclusion of Small & Medium sized Enterprises
- (b) include award criteria,
- (c) include specific weightings applied to individual award criteria, and
- (d) if appropriate, include a requirement for a performance bond and liquidated damages

9.5 Non-Traditional Procurement

If a Manager believes that by following one of the procurement procedures detailed in paragraph 9 above that the procurement process will not provide him with the most appropriate method of delivery, the most competitive prices, allow for continuous improvements in delivery, or stifle innovation, then they may suggest alternative procurement strategies.

The Manager shall produce in accordance with guidance issued by the Procurement Manager and prior to proceeding with the procurement, a written acquisition strategy that shall be approved by the Monitoring Officer and the Cabinet.

10. SUB-CONTRACTS AND NOMINATED SUPPLIERS

10.1 Quotations or tenders for sub-contracts to be performed or for goods, services or materials to be supplied by nominated sub-contractors shall be invited in accordance with this Code.

10.2 The relevant Manager is authorised to nominate to a main contractor a sub-contractor whose quotation or tender has been obtained in full accordance with this Code.

11. RECEIPT AND OPENING OF TENDERS AND QUOTATIONS

11.1 Contractors shall be notified that tenders or formal quotations are invited in accordance with this Code. No tender or formal quotation will be considered unless -

- (a) it has been received via the e-marketplace 'sealed quote' facility; or
- (b) it is contained in a plain envelope/packet which shall be securely sealed and shall bear the word "Tender" or "Quotation", the Unique Reference Number (URN) from the Contracts Register; and the envelope shall not bear any distinguishing matter or mark intended to indicate the identity of the sender. Such envelope shall be addressed
 - ◆ impersonally to the Legal Services Officer if it contains a "Tender", or
 - ◆ the appropriate Manager if it contains a "Quotation"; or

(c) RFQs (Formal Quotations) may be sent electronically to a specific e-mail address, which the appropriate Manager shall obtain from the IMD Service Manager. The IMD Service Manager shall ensure that the e-mail address is secure.

11.2 All Officers shall comply with the procedure note 'Procedure for the Receipt of Tenders and Formal Quotations' which can be found on the Procurement internet pages.

11.3 All tenders or quotations upon opening shall be recorded in writing on either a tender or quotation opening record unless the Contracts Register is being completed contemporaneously. The format of the opening record shall have been previously agreed with the Monitoring Officer and Legal Services Officer.

11.4 Any tenders or quotations received after the specified time may in exceptional circumstances be accepted by Legal Services Officer, otherwise they shall be returned promptly to the contractor by the Legal Services Officer or his nominated officer in respect of tenders, or by the appropriate Manager or his nominated officer in respect of a formal quotation.

11.5 Late tenders shall be rejected once any other tender/quotation has been opened. The tender or quotation may be opened to ascertain the name of the contractor but no details of the tender or quotation shall be disclosed.

12. ACCEPTANCE OF TENDERS AND QUOTATIONS

12.1 The appropriate Manager shall evaluate all the tenders or quotations received in accordance with the award criteria set out in the bid documentation and shall accept, subject to the provisos set out in this paragraph, the most economically advantageous tender or quotation, as evaluated against the award criteria.

12.2 Tenders or quotations exceeding the approved estimate may only be accepted once approval to further expenditure is obtained.

12.3 If the most economically advantageous quotation exceeds ~~£100,000~~ 75,000 but -

- ◆ is within 15% of the original estimate and budget, the appropriate Head of Service may accept the quotation without seeking further competition; or
- ◆ is in excess of 15% of the original estimate then the Head of Service shall consult the Procurement Manager and obtain the approval of the Monitoring Officer that the quotation can be accepted otherwise a competitive tender exercise in accordance with paragraph 9.1 above shall be carried out.

12.4 A tender or quotation shall not be accepted -

(a) where payment is to be made by the Council and it is not the most economically advantageous tender or quotation in accordance with the award criteria set out in the tender or quotation documentation; or

(b) if payment is to be received by the Council and the tender or quotation is not the highest price or value;

(c) unless –

- ◆ the Cabinet have considered a written report from the appropriate Head of Service/Service Manager, or
- ◆ in cases of urgency, the Monitoring Officer has consulted and obtained the approval of the relevant executive councillor. Tenders or quotations accepted in this way shall be reported by the appropriate Manager to the next meeting of the Cabinet.

12.6 Arithmetical Errors and Post-Tender Negotiations

(a) Contractors can alter their tenders or quotations after the date specified for their receipt but before the acceptance of the tender or quotation, where examination of the tender or quotation documents reveals arithmetical errors or discrepancies which affect the tender or quotation figure. The contractor shall be given details of all such errors or discrepancies and afforded an opportunity of confirming, amending or withdrawing his offer.

(b) Post-tender negotiations shall not be used to degrade the original specification unless:

- ◆ the capital or revenue budget is exceeded; or
- ◆ other special circumstances exist;

in which case the Monitoring Officer and Procurement Manager shall decide which of those contractors who originally submitted a tender or quotation shall be given the opportunity to submit a further bid based upon a degraded specification. This decision shall be recorded in writing.

(c) In evaluating tenders, the appropriate Manager may invite one or more contractors who have submitted a tender to submit a revised offer following post-tender negotiations.

(d) All post-tender negotiations shall:

- ◆ only be undertaken where permitted by law and where the appropriate Manager and Monitoring Officer and Legal Services Officer consider additional financial or other benefits may be obtained which over the period of the contract shall exceed the cost of the post-tender negotiation process;
- ◆ be conducted by a team of officers approved in writing by the Monitoring Officer and Legal Services Officer;
- ◆ be conducted in accordance with guidance issued by the Legal Services Officer; and
- ◆ not disclose commercially sensitive information supplied by other bidders for the contract.

(e) The appropriate Manager shall ensure that all post-tender negotiation meetings are properly minuted with all savings and benefits offered clearly costed. Following negotiations but before the letting of the contract, amendments to the original tender submitted shall be put in writing by the contractor(s) and shall be signed by him.

13. TERMS OF BUSINESS AND THE FORM OF CONTRACTS

13.1 All orders placed by the Council shall be on the Council's Terms and Conditions (T&Cs). Managers shall not use Contractor's documentation to order, acknowledge, instruct to proceed or make any other commitment where the documentation makes any reference to the Contractor's T&Cs. Where a contractor formally insists on trading

on T&Cs other than the Council's T&Cs, the Procurement Manager shall be informed, except for -

- ◆ Any contract where the estimated total value is likely to exceed **£100,000** ~~75,000~~, where paragraph 13.2 shall apply.
- ◆ Any framework or contract formally adopted by the Council.
- ◆ Purchasing Agency (e.g. ESPO, Crown Commercial Service) arranged contracts and orders.
- ◆ Orders of a total value of less than £ 25,000 where the goods or service are purchased on a 'retail' basis on terms available to the general public.
- ◆ Orders for software where the licence is for 'standard' product but not where customisation, development or on-site service is required for the 'standard' product.

13.2 Every contract that exceeds £25,000 shall use the Council's Standard Terms and Conditions. Where significant risk to performance or delivery is identified; or if a specialist category (eg: works, IT, professional services, concessions), or if the contract value is greater than **£100,000** ~~75,000~~; then the contract shall be in writing in a form approved by the Legal Services Officer. Managers shall ensure that advice of the Legal Services Officer is sought at a stage as early as practicable (normally before the issue of an Invitation to Tender).

13.3 In the case of any contract likely to exceed **£100,000** ~~75,000~~ for the execution of works or for the supply of goods, services or materials, the Manager after consulting with the Procurement Manager and the Monitoring Officer shall consider whether the Council should require security for its due performance and shall either certify that no such security is necessary or shall specify in the specification of tender the nature and amount of the security to be given. In the latter event, the Council shall require and take a bond or other sufficient security for the due performance of the contract.

13.4 Managers shall produce the final version of all contracts in 2 copies. Where the total value of a contract exceeds **£100,000** ~~75,000~~ both copies shall be presented to the Head of Resources for signature. Once signed by the contractor, the signed contract, all original documents, including specifications, drawings, tender documents and correspondence relating to shall be forwarded by the Legal Services Officer. Where the total value of the contract is less than **£100,000** ~~75,000~~ the relevant Manager shall make arrangements for the retention of all the original documentation.

13.5 Managers shall maintain a record (in the form detailed in the Procurement Protocols & Guidance) for their area of each contract or agreement (both written and verbal agreements).

13.6 Managers shall include the specific T&Cs listed in the Procurement Protocols & Guidance in all contracts. Where a Manager considers a term or condition inappropriate they shall seek advice of the Legal Services Officer on the modification or deletion of the term or condition.

14. LETTERS OF INTENT

14.1 Letters of intent provide a contractor with the authority to proceed prior to the award of a contract. However, letters of intent have two main disadvantages:-

- (a) if the contract is not awarded the contractor is entitled to payment regardless as to whether the work was actually needed;
- (b) the Council's negotiating position is weakened as the contractor may believe actual award of contract is a formality and therefore, the contractor may refuse to accept conditions that are seen as disadvantageous.

14.2 Managers shall ensure that:-

- (a) all letters of intent are in a form approved by the Legal Services Officer; and
- (b) all letters of intent are signed by the appropriate Budget Manger with sufficient authority for either the value of the intended contract or the estimated value of any 'extension' period defined in the letter of intent if below ~~£100,000~~ 75,000, otherwise by the Head of Resources.

15. POST-COMPETITION DEBRIEFS

15.1 For all contracts greater than £25,000, Managers shall maintain records of selection and evaluation scoring and where requested by participating suppliers, provide a suitable post-tender debrief in writing. For contracts greater than ~~£100,000~~ 75,000, unsuccessful tenderers shall be advised in writing of the winning supplier, the value of the contract awarded and the strengths and weaknesses of their tender and the advice of the Procurement Manager shall be sought on the format and scope of the debrief.

16. PUBLISHING CONTRACT AWARDS

16.1 Contract Award Notices shall be published within 90 days of contract award in the appropriate online system:

- ◆ Contracts Register if greater than £5,000, and.
- ◆ Contracts Finder if greater than £25,000 (including awards under mini-competition using a framework) or if advertised in Contracts Finder, and
- ◆ The Official Journal of the European Union if greater than the promulgated EU threshold.

17. LOCAL GOVERNMENT ACT – COMMUNITY RIGHT TO CHALLENGE

The Local Government Act permits relevant bodies (charities, community bodies, town & parish councils and staff) to submit Expressions of Interest to provide Council services. The Procurement Manager shall maintain and publish a timetable for the submission of Expressions of Interest. All Expressions of Interest received from relevant bodies should be forwarded to the Policy, Performance and Transformation Manager (Scrutiny).

18. RETENTION OF DOCUMENTS

18.1 Managers shall ensure that every contract or quotation is assigned the Unique Reference Number (URN) from the Contract Register, which is to be used in all correspondence. Any Division or reference may be included in addition to the URN shall comprise abbreviation for the Division and year. Formal amendments to a contract or order should also be given unique numbers showing the order in which the amendments were made.

18.2 Documentation retention periods are dictated by the Statute of Limitations and (where applicable) EU requirements. The following rules apply:-

- (a) retention for 12 years from the date of completion of the contract for contracts made under deed;
- (b) retention for 6 years from the date of completion of the contract:-
 - ◆ Contract Documents
 - ◆ Hire/Rental Agreements
 - ◆ Successful Tenders
 - ◆ Summary of Tender Opening
 - ◆ Disposal Board papers
 - ◆ All selection and evaluation scoring and reports
 - ◆ Goods Received Notes
 - ◆ HM Customs and Excise Import documentation
 - ◆ Invitations to Tender/Quotation Requests
 - ◆ Maintenance/Software licence agreements
 - ◆ Specifications
 - ◆ Successful Quotations
 - ◆ Suppliers' Advice Notes;
- (c) retention for 3 years after the last entry:-
 - ◆ Stock and Purchase Record Cards or Registers
- (d) retention for 2 years after the financial year to which the document relates:-
 - ◆ Unsuccessful Quotations.
 - ◆ Unsuccessful Tenders.

19. FREEDOM OF INFORMATION ACT 2000 (FOIA)

Managers shall ensure that the handling of requests for procurement information complies with the detailed guidance published as Procurement Protocols & Procedures and the general FOIA guidance published by the Council's Freedom of Information Officer.

20. CONFLICTS OF INTEREST

20.1 Where a potential conflict is declared by an officer or otherwise recognised, the HoS shall ensure the relevant company and businesses areas are identified. Other business areas are exempt from the procedure.

20.2 The following procedure is applied according to value:

- (a) Low value (less than £100,000 ~~75k~~)
 - ◆ HoS shall arrange for specifications/evaluation criteria written by the affected officer to be independently vetted;
 - ◆ HoS shall appoint 2 independent officers to evaluations were the relevant company participates; and
 - ◆ HoS shall ensure independent vetting of evaluations were the relevant company becomes the preferred bidder.

(b) High Value (greater than £100,000 75k). Where the relevant company bids or is considered likely to bid the HoS shall ensure participation by the affected officer is limited to providing specialist advice.

20.3 If a conflict of interest becomes apparent once a procurement is underway but before contract award the HoS shall seek the advice of the Procurement Manager and Legal Services Officer on how to proceed. If discovered after contract award, the HoS shall refer the matter to the Monitoring Officer.

21. Interims, Consultants and Contractors

21.1 The Manager responsible for appointing any **interim, consultant or contractor (ICC)** shall:

(a) if engaged through an agency, provide the agency with any information requested about the role.

(b) if engaged directly, use the HMRC's online employment status tool check the ICC's tax status and record the outcome. If the ICC is deemed an employee then HR shall be provided with the details of the engagement.

22.2 If the **ICC** will be responsible to the Council for the management or supervision of a contract on its behalf, then the Manager shall provide the **ICC** with a copy of this Code and ensure that it shall be a condition of the engagement that the **ICC** shall:

- ◆ comply with this Code;
- ◆ at any time during the carrying out of the contract produce to the appropriate Manager, on request, all the records maintained in relation to the contract; and
- ◆ on completion of the contract transfer all records produced or received that relate to the contract to the appropriate Manager.

22. PROCUREMENT TRAINING

22.1 The Procurement Manger shall create, maintain and arrange the delivery of training for Officers undertaking procurement duties.

22.2 Managers shall ensure that all Officers routinely undertaking purchasing or procurement duties where the gross value of the procurement is £5,000 or more shall have undertaken appropriate training.

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