



**COMMITTEE SERVICE PLAN  
2021 - 2024**

## CONTENTS

<b>Section</b>	<b>Item</b>	<b>Page</b>
	Introduction	3
<b>1</b>	<b>Inputs</b>	<b>3</b>
1.1	Budgets	3
1.2	Human Resource Management	4
1.2.1	Summary of Team Skills	5
1.3	Organisational Chart	5
<b>2</b>	<b>Outputs and Outcomes</b>	<b>5</b>
2.1	Performance management	6
2.2	Project Management	8
2.3	Contracts	9
2.4	Risk Management	9
	Version Control	11

## INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

## SECTION 1: INPUTS

### 1.1 Budgets

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>Latest</b>	<b>Latest</b>	<b>Latest</b>
	£	£	£
Net Cost of Service (Direct cost / Income Only)	<b>479,748</b>	<b>484,698</b>	<b>485,038</b>

Further financial analysis can be found by [using this link](#)

## Business Continuity and Single Points of Failure

## Job title of SPOF: Principal Committee Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
One of the Committee Managers could be suitable for progression to the post	<p>Loss of extensive experience and knowledge of Three Rivers as current post holder has been in post for some time.</p> <p>Ability and willingness to be prepared to work non-standard office hours</p> <p>Ability to conduct the administration of Licensing sub-committee hearings</p>	<p>Governance, dealing with Members, attendance at Committee and Council meetings, managing the Civic Office.</p> <p>Confidence to advise members at committee meetings on procedures</p> <p>Ability to refresh and update processes and procedures to ensure continuing improvement and a high performing council providing excellent services.</p> <p>Ability to deal with enquiries without escalating to other Officers</p> <p>Experience and confidence in dealing with members of the public and Councillors</p> <p>Network with National Association of Civic Officers, National</p>	Post holder has significant experience of Three Rivers, Committee and Governance arrangements. Many key stakeholders including Members and Officers rely heavily on the post holder for advice on process and procedures and for decision making protocols	Recruit internally/externally. There have been significant issues around recruiting to the Committee Team posts over a number of years. This is being experienced around England and Wales as evidenced by the number of posts being advertised. This could be due in part to having to work out of office hours at evening meetings with no reimbursement.

		Association of Democratic Services Officers (ADSO), East of England ADSO, Herts Administrators Group, Modern.gov East of England Group Local Government Association		
		Ability to deliver projects on time and in budget		

**Job title of SPOF: Committee Manager x 2 (1 part time)**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
The Committee and Web Officer could be suitable for progression to this post	Loss of knowledge and experience in dealing with members and officers on committee work and process.  Ability and willingness to be prepared to work non-standard office hours	Committee work Member of ADSO Elected members and officers Information from Peer authorities Working knowledge of constitution and governance arrangements	Widespread as many Officers rely on post holder for advice	Significant issue around recruiting to Committee posts in recent years due to the nature of the work, being close to London and the unsociable hours and no reimbursement provided.

**Job title of SPOF: Committee and Web Officer**

<b>Succession Planning for this post</b>	<b>Risks, Skills required,</b>	<b>Knowledge and Networks</b>	<b>Impact on Service</b>	<b>Future options for providing the services</b>
None. The structure is flat and there is no succession planning. The Grading of the role is lower than CSC reps. It is unlikely therefore that this would be seen as a progression through the Academy system .Lack of financial incentive and the hours of work make this job	Loss of knowledge of the website work, co-ordinating MIB and working with the Chair and Vice Chair in their civic role Loss of knowledge and experience in dealing with the Chair and Vice-Chair	Governance, Chair's civic role, Chairs/Mayors network, co-ordination and publication of MIB Civic role of Chair, dealing with Members  Knowledge of the protocol for the death of a senior royal	The Chair and Vice-Chair would have no support in carrying out the civic duties  MIB would be impacted	Significant issue around recruiting to Committee posts in recent years due to the nature of the work, being close to London and the unsociable and no reimbursement provided. Recruit externally

less attractive to an in-house applicant.	and the civic role they have within the District Ability and willingness to be prepared to work non-standard office hours	National Association of Civic Officers		
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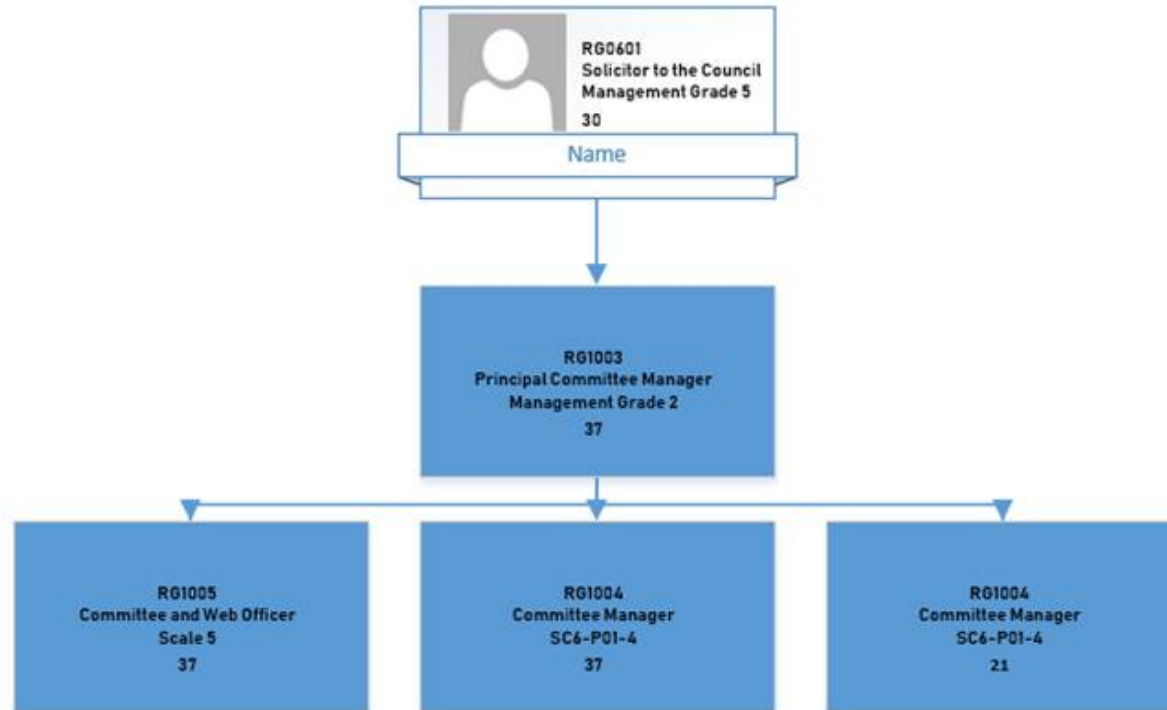
**1.2.1 Summary of Team Skills/Qualifications**

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

Job Title	Qualification	Continuing Professional Development required?
Principal Committee Manager (full time 37 hours)	NVQ Level 4 (HNC level) in Democratic Services Institute of Leadership and Management qualification HNC in Business and Marketing Significant experience in Committee and Governance work and managing the civic office of a Mayor/Chair of the Council Ability to manage the Committee Team Confidence to be able to advise Councillors at Council and Committee meetings on the procedures and governance arrangements Significant experience in IT and Microsoft applications	Completed a Company Secretary training course in 2016 The Council would benefit from this officer undertaking a professional qualification due to the Council's property and investment strategy. Modern.gov training if PID successful
Committee Manager	ADSO qualification in or significant experience in Committee and Governance work or transferable skills from the private sector  Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1 and 2 LLG Training in Licensing Stage 1/2	The Council would benefit from the Committee Managers undertaking the ADSO qualification in Democratic Services. Ongoing training in governance and constitutional matters planned as part of PDR
Committee Manager (Part time 21 hours pw)	ADSO qualification in or significant experience in Committee and Governance work or transferable skills from the private sector  Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1 and 2 LLG Training in Licensing Stage 1/2	The Council would benefit from the Committee Managers undertaking the ADSO qualification in Democratic Services. Ongoing training in governance and constitutional

		matters planned as part of PDR
Committee and Web Officer (full time)	Experience in Committee and Governance work and website updating experience Significant experience in IT and Microsoft applications LLG Legal Training in Committee Management Stage 1	Support to Chair and Vice-Chair to undertake Chair and vice chairing in civic role Undertake course with NATO





## SECTION 2: OUTPUTS AND OUTCOMES

<b>2.1</b>	<b>Performance management</b>
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### 2.1.1 Contribution to the Councils' Strategic Aims and Objectives

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Service contribution to the Strategic Priorities
<b>Housing and Thriving Communities</b>	<ul style="list-style-type: none"> <li>• We will work on a local plan to deliver sufficient housing and adopt that plan by 2023</li> <li>• Through our joint ventures and partnerships we will take all available practicable action to increase the supply of affordable homes in the district</li> <li>• We will complete the delivery of the main and learner pools and refurbishment to the leisure venue at South Oxhey</li> <li>• We will seek to increase the number of Green Flag accredited parks and open spaces</li> <li>• We will work towards reducing inequalities, prevent homelessness and encourage healthy lifestyles</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p>

	<ul style="list-style-type: none"> <li>• We will continue to work with partners to tackle crime and anti-social behaviour and secure investment in priority interventions.</li> </ul>	
<b>Sustainable Environment</b>	<ul style="list-style-type: none"> <li>• We will produce and deliver a Climate Change Strategy and action plan</li> <li>• We will continue to improve the energy efficiency of the Council's buildings</li> <li>• We will deliver and implement a Cycling and Walking Strategy</li> <li>• We will seek to maintain our position as the highest recycling authority in Hertfordshire.</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p> <p>Paperless committee meetings introduced in 2018/19 and we now only produce one copy of all committee agendas and minutes as required by law.</p> <p>Continued development of new Committee templates for reports, agendas and minutes to enable Members, Officers and Members of the public to navigate the documents easily and quickly thus reducing reliance on the need for paper copies.</p>
<b>Successful Economy</b>	<ul style="list-style-type: none"> <li>• We will undertake a review of the Council's role in relation to the economy and agree an economic strategy</li> <li>• We will continue to participate in the Hertfordshire Growth Board and South West Herts Partnership and engage the Hertfordshire Local Enterprise Partnership to support the economy</li> <li>• Three Rivers will be recognised as a great place to do business</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable Service Departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p>

	<ul style="list-style-type: none"> <li>• We will continue to improve our relationship with the local business community</li> <li>• We will continue to support Visit Herts and promote Three Rivers as the home of the internationally significant Warner Bros Studios.</li> </ul>	<p>New AV equipment set up introduced in Three Rivers House to improve audio and visual arrangements at committee meetings to enhance the experience of Members and Officers attending meetings. This has included providing new drop down screens, larger TV screens, new microphones and click share for presentations. This project has supported the move to paperless meetings as agendas can be followed easily on the screens and will be developed further in the next 2-3 years.</p> <p>The new AV set up for Planning Committee meetings gives the impression of a more professional well run meetings and will be developed further.</p> <p>The implementation of the new AV equipment will make the meeting rooms at Three Rivers House more appealing to users and might increase outside chargeable bookings going forward. This is to be marketed and tested in the next 12 months subject to a safe return to the offices.</p> <p>Continue to provide any admin assistance required to the Company Secretary for Three Rivers wholly owned housing company</p>
<p><b>High Performing, Financially Independent Council</b></p>	<ul style="list-style-type: none"> <li>• We will generate enough income to continue to provide services for the district</li> <li>• We will develop and deliver an improved Property Investment Strategy to maximise income from our assets and support the Commercial Strategy</li> <li>• We will progress our Customer Service Strategy that provides a range of contact channels for customers and sets out corporate expectations of how they should be treated</li> </ul>	<p>Committee agendas published within statutory deadlines and in accordance with the Councils constitution and procedures to enable service departments to achieve their objectives.</p> <p>Minutes drafted and circulated within timescales to enable Council decisions to be enacted.</p> <p>Virtual meetings planned and run ensuring proper democratic accountability and transparency. Possible move to a form of hybrid meetings depending on legislation</p> <p>Appropriate advice provided on report writing and checking that the Committee has the relevant authority to make the decision</p> <p>Provide advice on procedures for getting Committee reports produced to meet committee deadlines.</p>

	<ul style="list-style-type: none"> <li>• We will produce an Organisational Development Strategy to support the Council in delivering its priorities and objectives.</li> </ul>	<p>PI dealing with speed of response in dealing with enquiries from the public about processes and procedures relating to planning committee meetings are met consistently.</p> <p>Ensure the Council Constitution is kept updated with supervision from the Council's Monitoring Officer on an ongoing basis</p> <p>Member training framework presented to P&amp;R Committee in July 2020 when a new framework for Member training was agreed. The Committee Team co-ordinates supports and organises member training within the budget. This will be done annually going forward.</p> <p>Successful implementation of new format for Member Induction following the Elections in May 2019 ( elections cancelled in 2020) which will be rolled out in future years</p> <p>Evaluation of training to be undertaken for every course provided aiming for an overall result of good. This will continue be carried out for all future training to gauge experiences and expectations as well as ensuing value for money</p> <p>New AV equipment and set up in Three Rivers house to improve audio and visual arrangements at committee meetings to improve the experience of Members and Officers attending meetings. This has included providing new drop down screens, larger TV screens, new microphones and click share for presentations. This project has supported the move to paperless meetings as agendas can be followed easily on the screens. This will be developed further as we become accustomed to the new equipment and its capabilities</p> <p>The new AV set up for Planning Committee meetings gives the impression of a more professional meeting set up and organisation and provides the impression of a professional and well run Council/Committee meeting. This will be developed further as we become accustomed to the new equipment and its capabilities</p>
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		<p>The implementation of the new AV equipment will make the meeting rooms at Three Rivers House more appealing to users and might increase outside chargeable bookings going forward. This is to be marketed and tested in the next 12 months subject to us being back in the offices</p> <p>Making the meetings more democratic for all to participate in and to provide the opportunity for observers of the meeting to be part of the democratic process. In 2019 this included new microphones, new audio visual equipment and better facilities for the planning committee meetings. This is on-going and we will look to make continuous improvements subject to being able to be back in Three Rivers House and subject to the rules on virtual and hybrid meetings being extended/introduced</p>
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## 2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found via the link above.

### Service Performance Indicators (PIs)

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
CM01	% of minutes/decisions completed by Committee Services within 4 working days of the meeting to be circulated to officers for review (excluding Full Council and Planning Committee)	100.00%	96.0%	96.0%	96.0%	
CM02	% of Full responses made within 2 working days to enquiries received on all process and procedures relating to a meeting of the Planning Committee	100.00%	85.00%	90.00%	95.00%	

The Principal Committee Manager is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

## 2.2 Project Management

Add the following information for Each of your projects

<b>Project details</b>				<b>Project Manager: Sarah Haythorpe Project Sponsor: Alison Scott</b>	
<b>Project title</b>				<b>Proposed outcome</b>	
<b>Committee management system</b>				<b>Implementation of new Committee Management System</b>	
<b>2020/21 Milestones</b>				<b>2021/22 Milestones</b>	<b>2022/23 Milestones</b>
<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>		
Introduction and development –delays due to covid 19	Implementation and Go-live –delays due to covid 19		Introduction and development moved back here	Implementation and Go-live during 2021	

## 2.3 Contracts

[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
E Petitions	Committee	Sarah Haythorpe	On line petition arrangements	Modern Mind-set Ltd					Termination notice given



## 2.4 Risk Management

As identified in the Risk Management Register for your Service. Simply add the information below

<b>Risk Description</b>	<b>Residual Likelihood Score</b>	<b>Residual Impact Score</b>	<b>Residual Risk Score</b>
Insufficient Staff.	2	2	4
Total failure of ICT systems	2	2	4
Loss of accommodation	2	2	4
Fraudulent activity	2	1	2
Loss of key staff	2	2	4
Covid 19	2	2	4

Very Likely ----- Likelihood ----- Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
Impact -----> Unacceptable				

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

**Version Control**

Version No.	Date	Reason for Update / Significant Changes	Made By
V1		Draft	
V			