



COMMITTEE SERVICE PLAN

2020 - 2023

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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.

[Link to Strategic Plan, Service Plans and Performance Indicators Folder](#)

SECTION 1: INPUTS

1.1 Budgets

Budgets will be added by Finance and Performance and Projects Manager, after budgets are agreed at Council in February

	2020/21 Latest £	2021/22 Latest £	2022/23 Latest £
Net Cost of Service (Direct cost / Income Only)			

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
<p>One of the Committee Managers could be suitable for progression to the post</p>	<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>	<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</p>	<p>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.</p>

		<p>Association of Democratic Services Officers (ADSO), East of England ADSO, Herts Administrators Group, Modern.gov East of England Group Local Government Association</p> <p>Ability to deliver projects on time and in budget</p>		
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Job title of SPOF: Committee Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
The Committee and Web Officer could be suitable for progression to this post	<p>Loss of knowledge and experience in dealing with members and officers on committee work and process.</p> <p>Ability and willingness to be prepared to work non-standard office hours</p>	<p>Committee work</p> <p>Member of ADSO</p> <p>Elected members and officers</p> <p>Information from Peer authorities</p> <p>Working knowledge of constitution and governance arrangements</p>	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

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
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	<p>Loss of knowledge of the website work, co-ordinating MIB and working with the Chairman and Vice Chairman in their civic role</p> <p>Loss of knowledge and experience in dealing with</p>	<p>Governance, Chairman's civic role, Chairs/Mayors network, co-ordination and publication of MIB</p> <p>Civic role of Chairman, dealing with Members</p>	<p>The Chairman and Vice-Chairman would have no support in carrying out the civic duties</p> <p>MIB would be impacted</p>	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

hours of work make this job less attractive to an in-house applicant.	the Chairman and Vice-Chairman and the civic role they have within the District Ability and willingness to be prepared to work non-standard office hours	Knowledge of the protocol for the death of a senior royal National Association of Civic Officers		
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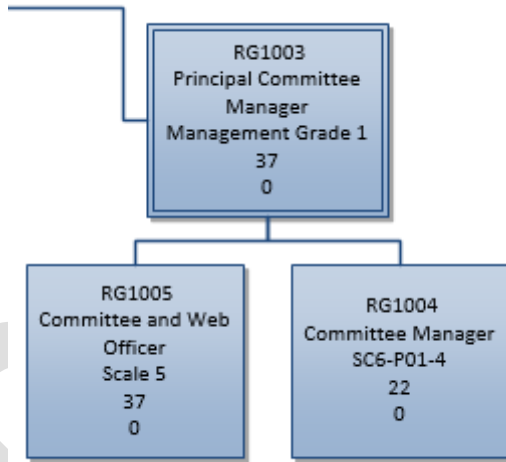
1.2.1 Summary of Team Skills/Qualifications

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/Chairman 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 (job share)	ADSO qualification in or significant experience in Committee and Governance work 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 Chairman and Vice-Chairman to undertake Chair and vice chairing in civic role Undertake course with NATO

1.3

Service, Organisational Chart



SECTION 2: OUTPUTS AND OUTCOMES

2.1	Performance management
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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
Housing and Thriving Communities	-	<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>
Sustainable Environment	-	<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>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>

<p>Successful Economy</p>	<p>-</p>	<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>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.</p> <p>Continue to provide any admin assistance required to the Company Secretary for Three Rivers wholly owned housing company</p>
<p>High Performing, Financially Independent Council</p>	<p>-</p>	<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>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> <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&R Committee in July 2019 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 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</p>
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		<p>Council/Committee meeting. This will be developed further as we become accustomed to the new equipment and its capabilities</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</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</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 in the Strategic Plan.

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
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%	
CM01	% of minutes/decisions completed by Committee Services within 2 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%	

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
[See the Project Management Framework for further details](#)

Add the following information for Each of your projects

Project details				Project Manager: Sarah Haythorpe	
				Project Sponsor: Joanne Wagstaffe	
Project title				Proposed outcome	
Committee management system				Implementation of new Committee Management System	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Introduction and development	Implementation and Go-live				

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****[Risk Management Registers](#)**

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

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
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

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	Oct 2019		AEM
V2	Oct 2019	Updated with Committee team roles, projects and relevance with regard to the Strategic Plan aims and objectives	SJH