

12 May 2006

Ref: 5/06 Scrutiny  
Contact: Ian Gourlay  
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To: The Members of the Scrutiny Committee: TO BE APPOINTED AT THE  
ANNUAL COUNCIL MEETING ON 16<sup>th</sup> MAY 2006

You are invited to attend a

## **MEETING OF THE SCRUTINY COMMITTEE**

to be held in

**COMMITTEE ROOM 1, COUNCIL OFFICES,  
GERNON ROAD, LETCHWORTH GARDEN CITY**

on

**TUESDAY, 23 MAY 2006**

at

**7.30pm**

**[NOTE: A PRE-MEETING FOR MEMBERS OF THE COMMITTEE  
WILL TAKE PLACE AT 7.00pm IN COMMITTEE ROOM 3]**

Yours sincerely,



David Miley  
Democratic Services Manager

**AGENDA**  
**PART I**

<b>ITEM</b>	<b>PAGE</b>
<b>1. APOLOGIES FOR ABSENCE</b>	-
<b>2. MINUTES</b> To take as read and approve as a true record the Minutes of the Scrutiny Committee held on 11 April 2006.	-
<b>3. NOTIFICATION OF OTHER BUSINESS</b> Members should notify the Chairman of other business which they wish to be discussed by the Committee at the end of the business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency.  The Chairman will decide whether the item(s) raised will be considered.	-
<b>4. DECLARATIONS OF INTEREST (INCLUDING PARTY WHIP DIRECTIONS)</b> To receive from Members of the Committee any declarations of interest in respect of any business set out in the agenda or any advice from a Member of this Committee concerning a party whip direction. Members should either declare a prejudicial or personal interest and are required to notify the Chairman of the nature of any interest declared.  Members declaring a prejudicial interest should leave the room and not seek to influence the decision during that particular item of business.	-
<b>5. PUBLIC PARTICIPATION</b> □ To receive petitions, comments and questions from members of the public. At the time of printing the agenda, no requests to speak had been received. Public participation requests received within the agreed time will be notified to Members as soon as practicable.	-
<b>6. URGENT/GENERAL EXCEPTION ITEMS</b> The Chairman to report on any urgent or general exception items which required his agreement.	-
<b>7. CALLED-IN ITEMS</b> To consider any matters referred to the Committee for a decision in relation to a call-in of a decision. At the time of printing the agenda, no items of business had been called-in.	-
<b>8. CHAIRMAN'S ANNOUNCEMENTS</b>	-
<b>9. QUESTIONS</b> To receive and respond to any questions either set out in the agenda or tabled at the meeting.	-

<b>10.</b>	<b>NORTH HERTFORDSHIRE DISTRICT COUNCIL'S PUBLIC CONVENIENCES</b> REPORT OF THE HEAD OF LEISURE & ENVIRONMENTAL SERVICES <i>To receive a presentation by Inkpen Downie - Architect &amp; Design Consultants, and to seek comments on the Public Conveniences report to be submitted to Cabinet on 6 June 2006.</i>	<b>1</b>  <b>REPORT TO FOLLOW</b>
<b>11.</b>	<b>NORTH HERTFORDSHIRE DISTRICT COUNCIL – THE DRAFT FORWARD PLAN: 1 JUNE 2006 – 30 SEPTEMBER 2006</b> <i>To note items on the Council's Forward Plan and to give consideration to any items set out in the Plan prior to a decision being made.</i>	<b>3</b>
<b>12.</b>	<b>SCRUTINY COMMITTEE WORK PROGRAMME 2006/2007</b> REPORT OF THE SCRUTINY OFFICER <i>To consider the issues that the Scrutiny Committee plans to review at future meetings and the activities of its sub-groups.</i>	<b>11</b>
<b>13.</b>	<b>AFFORDABLE HOUSING TASK &amp; FINISH GROUP – SCOPE</b> REPORT OF THE SCRUTINY OFFICER <i>To consider the proposed scope of the Affordable Housing Task &amp; Finish Group.</i>	<b>15</b>
<b>14.</b>	<b>REVIEW OF USAGE &amp; PROMOTION OF MARKETS</b> REPORT OF THE SCRUTINY OFFICER <i>To consider the final report of the Usage &amp; Promotion of Markets Task &amp; Finish Group.</i>	<b>19</b>
<b>15.</b>	<b>OFFICER DELEGATED DECISIONS – CALL-IN AND GENERAL PRINCIPLES</b> REPORT OF THE HEAD OF LEGAL & DEMOCRATIC SERVICES <i>To outline the principles for decision-making by officers and the process for Member scrutiny of decisions made by officers.</i>	<b>45</b>

Future meetings of the Scrutiny Committee:

19 June 2006 (Monday)  
18 July 2006  
5 September 2006  
10 October 2006  
7 November 2006  
11 December 2006 (Monday)  
9 January 2007  
20 February 2007  
20 March 2007

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**\*PART 1 – PUBLIC DOCUMENT**

**AGENDA ITEM No.**

**11**

**TITLE OF REPORT: NORTH HERTFORDSHIRE DISTRICT COUNCIL – THE DRAFT  
FORWARD PLAN: 1 JUNE 2006 – 30 SEPTEMBER 2006**

See Attached.

NORTH HERTFORDSHIRE DISTRICT COUNCIL FORWARD PLAN

# Draft Forward Plan of Key Decisions - 1 June 2006

The Forward Plan contains brief details of key decisions that the Council is likely to take over the next four-month period. You will also find details of contacts who can provide further information and hear your views.

Decision required and date first appearing on plan	Overview and Scrutiny	Decision maker	Date of decision	Main consultees	Method of consultation	Relevant documents	Costs or Savings	Portfolio Holder & Contact officer
Area Governance <b>01/06</b>		Cabinet	6 June 2006	All Area Committees	Workshops with Area Chairmen. Report to all Committees	Report on Area Governance	TBC	Cllr Tricia Gibbs and Cllr Andrew Young <a href="mailto:Patrick.candler@north-herts.gov.uk">Patrick.candler@north-herts.gov.uk</a>
Public Conveniences <b>05/06</b>	Scrutiny Committee	Cabinet	6 June 2006	Councillors	meetings	Report	TBA	Cllr Bill Davidson <a href="mailto:Steve.crowley@north-herts.gov.uk">Steve.crowley@north-herts.gov.uk</a> 01462 474211
Charging Scheme for Houses in Multiple Occupation <b>05/06</b>		Cabinet	6 June 2006	Councillors CMT	meetings	Scale of Fees	TBA	Cllr Allison Ashley <a href="mailto:Andy.godman@north-herts.gov.uk">Andy.godman@north-herts.gov.uk</a> 01462 474293
Use of Planning Delivery Grant <b>05/06</b>		Cabinet	27 June 2006	Councillors	meetings	Report	TBA	Cllr Richard Thake David.scholes@north-herts.gov.uk 01462 474836
Annual Review of Corporate Plan 2005/06 <b>04/06</b>	PARC	Cabinet	27 June 2006	Councillors CMT Heads of Service Portfolio Holder	meetings	Corporate Plan 2005-2015	N/A	Cllr F J Smith <a href="mailto:liz.green@north-herts.gov.uk">liz.green@north-herts.gov.uk</a> 01462 474230

<b>Decision required and date first appearing on plan</b>	<b>Overview and Scrutiny</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Main consultees</b>	<b>Method of consultation</b>	<b>Relevant documents</b>	<b>Costs or Savings</b>	<b>Portfolio Holder &amp; Contact officer</b>
Annual Review of Financial Regulations & Contract Standing Orders <b>04/06</b>	Scrutiny Finance Sub-Group	Cabinet	27 June 2006	Governance Officer Group	meetings	Audit files	TBA	Cllr Terry Hone barriejones@north-herts.gov.uk 01462 474243
Annual Statement of Accounts 2005/06 and state of balances <b>04/06</b>	Scrutiny Finance Sub-Group	Cabinet	27 June 2006	Officers Councillors CMT Portfolio Holder	meetings	General Ledger and Closure Files	TBA	Cllr Terry Hone barriejones@north-herts.gov.uk 01462 474243
Annual Capital Outturn 2005/06 <b>04/06</b>	Scrutiny Finance Sub-Group	Cabinet	27 June 2006	Officers	meetings	General Ledger and Closure Files	TBA	Cllr Terry Hone Clare.fletcher@north-herts.gov.uk 01462 474470
Letchworth Leisure Management Contract, contractual variation <b>05/06</b>	Scrutiny Committee	Cabinet	25 July 2006	Councillors	Meeting	Report	TBC	Cllr Ian Knighton <a href="mailto:Steve.crowley@north-herts.gov.uk">Steve.crowley@north-herts.gov.uk</a> 01462 474211
London Luton Airport Phase1 Planning Application <b>04/06</b>	Scrutiny Committee	Cabinet	25 July 2006		Written Comments	Phase 1 Planning Application	TBA	Cllr Richard Thake <a href="mailto:Mark.wilson@north-herts.gov.uk">Mark.wilson@north-herts.gov.uk</a> 01462 474359
Financial Strategy <b>04/06</b>	Scrutiny Finance Sub-Group	Cabinet	25 July 2006	Officers	meetings	General Ledger and Financial Strategy	TBA	Cllr Terry Hone Norma.atlay@north-herts.gov.uk 01462 474297

<b>Decision required and date first appearing on plan</b>	<b>Overview and Scrutiny</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Main consultees</b>	<b>Method of consultation</b>	<b>Relevant documents</b>	<b>Costs or Savings</b>	<b>Portfolio Holder &amp; Contact officer</b>
Local Development Framework – Statement of Community Involvement <b>06/06</b>		Cabinet	12 Sep 2006	Member Working Party	Meeting	Inspector's Report	N/A	Cllr Richard Thake <a href="mailto:Andy.beavan@north-herts.gov.uk">Andy.beavan@north-herts.gov.uk</a> 01462 474317
Adoption of Planning Obligations SPD <b>06/06</b>		Cabinet	12 Sep 2006	Local Groups, Cllrs, Relevant Statutory Organisations and other Herts Partners	Written Comments, Area Committees	Methodology for Stds and Sustainability Appraisal	TBA	Cllr Richard Thake <a href="mailto:Louise.symes@north-herts.gov.uk">Louise.symes@north-herts.gov.uk</a> 01462 474359
First Quarter Revenue Budget 2006/07 Spend Profile <b>06/06</b>	Scrutiny Finance Sub-Group	Cabinet	12 Sep 2006	Officers	meetings	Budget papers	TBA	Cllr Terry Hone <a href="mailto:Clare.fletcher@north-herts.gov.uk">Clare.fletcher@north-herts.gov.uk</a> 01462 474470
First Quarter Capital Budget 2006/07 Spend Profile <b>06/06</b>	Scrutiny Finance Sub-Group	Cabinet	12 Sep 2006	Officers	meetings	Budget papers	TBA	Cllr Terry Hone <a href="mailto:Clare.fletcher@north-herts.gov.uk">Clare.fletcher@north-herts.gov.uk</a> 01462 474470
Agree Draft Lechworth Town Centre Strategy for Public Consultation <b>06/06</b>		Cabinet	12 Sep 2006	Letchworth Area Committee Key Organisations & Stakeholders Key Landowners	Meetings and workshop	Report Summary of Stakeholder Workshops	TBA	Cllr Richard Thake <a href="mailto:Louise.symes@north-herts.gov.uk">Louise.symes@north-herts.gov.uk</a> 01462 474359
Approval of revised Corporate Plan 2005-15 <b>06/06</b>	PARC	Council	21 Sep 2006	Councillors CMT Officers Portfolio Holder	meetings and workshops	Corporate Plan 2005-2015	TBA	Cllr F J Smith <a href="mailto:liz.green@north-herts.gov.uk">liz.green@north-herts.gov.uk</a> 01462 474230

NORTH HERTFORDSHIRE DISTRICT COUNCIL FORWARD PLAN

# PENDING ITEMS

Decision required and date first appearing on plan	Overview and Scrutiny	Decision maker	Date of decision	Main consultees	Method of consultation	Relevant documents	Costs or Savings	Portfolio Holder & Contact officer
Savings and Growth options showing 5 year financial forecast <b>07/06</b>	Scrutiny Finance Sub-Group	Cabinet	17 Oct 2006	Officers Councillors CMT Portfolio holder	meetings		N/A	Cllr Terry Hone Norma.atlay@north-herts.gov.uk 01462 474297
Revised Community Strategy for North Herts <b>11/05</b>	Scrutiny Committee	Council	2 Nov 2006	LSP / Cabinet partners/stakeholders residents visioning groups COMPACT	meetings press release website public event	community strategy draft	TBA	Cllr Tricia Gibbs <a href="mailto:liz.green@north-herts.gov.uk">liz.green@north-herts.gov.uk</a> 01462 474230
Local Development Framework – Preferred Options for Core Strategy / Development Control Policies <b>08/06</b>	Scrutiny Committee	Cabinet	14 Nov 2006	Local Groups, Cllrs, Relevant Statutory Organisations and other Herts Partners Member Working Party	Written Comments  Meeting	In accordance with the Statement of Community Involvement	N/A	Cllr Richard Thake <a href="mailto:Andy.beavan@north-herts.gov.uk">Andy.beavan@north-herts.gov.uk</a> 01462 474317
Half year spend profile & balances position <b>08/06</b>	Scrutiny Finance Sub-Group	Cabinet	14 Nov 2006	CMT	meetings		N/A	Cllr Terry Hone Norma.atlay@north-herts.gov.uk 01462 474297

<b>Decision required and date first appearing on plan</b>	<b>Overview and Scrutiny</b>	<b>Decision maker</b>	<b>Date of decision</b>	<b>Main consultees</b>	<b>Method of consultation</b>	<b>Relevant documents</b>	<b>Costs or Savings</b>	<b>Portfolio Holder &amp; Contact officer</b>
Aggregated projects for approval <b>08/06</b>	PARC	Cabinet	14 Nov 2006	Challenge Board CMT	meetings		N/A	Cllr F J Smith Cllr Terry Hone barriejones@north-herts.gov.uk 01462 474243 <a href="mailto:liz.green@north-herts.gov.uk">liz.green@north-herts.gov.uk</a> 01462 474230
Draft Budget and Council Tax base <b>09/06</b>		Council	14 Dec 2006	CMT Cabinet	meetings written		N/A	Cllr Terry Hone Norma.atlay@north-herts.gov.uk 01462 474297
Budget & Council Tax level set <b>10/06</b>	Scrutiny Finance Sub-Group	Council	8 Feb 2007	CMT Cabinet	meetings written		N/A	Cllr Terry Hone Norma.atlay@north-herts.gov.uk 01462 474297
Best Value Performance Plan Summary 2007/08	PARC	Council	8 Feb 2007					<a href="mailto:sarah.white@north-herts.gov.uk">sarah.white@north-herts.gov.uk</a> 01462 474659
Best Value Performance Plan 2007/08	PARC	Council	May 2007					<a href="mailto:sarah.white@north-herts.gov.uk">sarah.white@north-herts.gov.uk</a> 01462 474659

**TITLE OF REPORT: SCRUTINY COMMITTEE WORK PROGRAMME 2006/07**

## REPORT OF THE SCRUTINY OFFICER

**1. SUMMARY**

- 1.1 This report issues gives details about the topics that the Scrutiny Committee plans to scrutinise during the 2006/07 Civic Year. It also gives an update on the work of the Task and Finish Groups.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**3. SCRUTINY COMMITTEE WORK PROGRAMME**

- 3.1 The table below shows the work programme for this civic year. As with previous years, the Leader and Portfolio Holders have all been invited to attend a Scrutiny Committee meeting.
- 3.2 The Finance Portfolio Holder will attend a meeting of the Finance Sub-Group.
- 3.3 At the Scrutiny Committee meeting on 11<sup>th</sup> April 2006, Members agreed that an additional review by the Committee should be undertaken to look at some outstanding areas that the Residential Parking Task & Finish Group, raised as part of their review. These were: displacement effects, pay and display, investigations into the nature of consultations and involvement of non-residential CPZ users.

Following a discussion with the Planning and Transport Portfolio Holder, it is suggested that a report will be submitted to the Committee later this year to enable Members to explore these areas in depth and identify any further recommendations.

23 May 06	<ul style="list-style-type: none"><li>▪ Public Conveniences</li><li>▪ Usage &amp; Promotion of Markets Task &amp; Finish Group – final report</li><li>▪ Affordable Housing Task &amp; Finish Group – Scope</li><li>▪ Hitchin Town Centre Initiative – Service Level Agreement (Part 1)</li></ul>
19 June 06	<ul style="list-style-type: none"><li>▪ Hitchin Town Centre Initiative – Service Level Agreement (Part 2)</li><li>▪ Partnership working with Parishes Task &amp; Finish Group – Scope</li><li>▪ Policy Portfolio Holder (Confirmed)</li></ul>
18 July 06	<ul style="list-style-type: none"><li>▪ Leader of the Council (TBC)</li><li>▪ Community Safety Task &amp; Finish Group – Scope</li><li>▪ London Luton Airport Phase 1 – Planning Application</li></ul>

5 Sept 06	<ul style="list-style-type: none"> <li>▪ Revised Community Strategy for North Herts</li> <li>▪ Planning &amp; Transport Portfolio Holder (TBC)</li> </ul>
10 Oct 06	<ul style="list-style-type: none"> <li>▪ Summer Playscheme User Satisfaction Survey Results (to include the performance of the Voluntary Sector providers of children's services and the success of the provision of activities for 11-14 year olds). <i>As requested at 21.03.06 meeting.</i></li> <li>▪ Residential Parking – displacement effects, pay and display, consultations, non-residential CPZ users (outstanding issues from the Task &amp; Finish Group)</li> <li>▪ Community Engagement &amp; Rural Affairs Portfolio Holder (Confirmed)</li> </ul>
7 Nov 06	<ul style="list-style-type: none"> <li>▪ Local Development Framework – Preferred options for Core Strategy / Development Control Policies</li> <li>▪ Waste &amp; Environment Portfolio Holder (Confirmed)</li> </ul>
11 Dec 06	<ul style="list-style-type: none"> <li>▪ Housing &amp; Environmental Health Portfolio Holder (TBC)</li> </ul>
9 Jan 07	<ul style="list-style-type: none"> <li>▪ Green Spaces Strategy</li> <li>▪ Leisure &amp; E-Government Portfolio Holder (Confirmed)</li> </ul>
20 Feb 07	<ul style="list-style-type: none"> <li>▪ Chairman's Review</li> </ul>
20 March 07	<ul style="list-style-type: none"> <li>▪ Annual Report</li> </ul>

#### 4. SUB GROUPS

##### 4.1 Usage & Promotion of Markets Task & Finish Group

This meeting is receiving the final report from the Usage and Promotion of Markets Task and Finish Group. Once it is agreed by the Scrutiny Committee, it will be submitted to Cabinet.

##### 4.2 Affordable Housing Task & Finish Group

This meeting is receiving the scope for this task and finish group for consideration and agreement.

##### 4.3 Finance Sub-Group

Below is the work programme for this ongoing Sub-Group for this year:

Date	Agenda item:	Cabinet
1 June 2006	<ul style="list-style-type: none"> <li>▪ Annual Review of Financial Regulations &amp; Contract Standing Orders</li> </ul>	6 June 2006
22 June 2006	<ul style="list-style-type: none"> <li>▪ Annual Capital Outturn 2005/06</li> <li>▪ Annual Statement of Accounts 2005/06</li> <li>▪ Planning Delivery</li> </ul>	27 June 2006

20 July 2006	<ul style="list-style-type: none"> <li>▪ Financial Strategy</li> <li>▪ Capital Strategy</li> <li>▪ Finance Portfolio Holder (Confirmed)</li> </ul>	25 July 2006
7 Sept 2006	<ul style="list-style-type: none"> <li>▪ 1<sup>st</sup> Quarterly Capital Budget</li> <li>▪ 1<sup>st</sup> Quarterly Capital Budget</li> </ul>	12 Sept 2006
12 Oct 2006	<ul style="list-style-type: none"> <li>▪ Budget Setting Provisional Savings &amp; Growth</li> <li>▪ Capital Programme</li> <li>▪ Cost of Democracy</li> </ul>	17 Oct 2006
9 Nov 2006	<ul style="list-style-type: none"> <li>▪ Cost of consultants (provisional)</li> </ul>	14 Nov 2006
14 Dec 2006	<ul style="list-style-type: none"> <li>▪ 2<sup>nd</sup> Quarter Revenue Budget</li> <li>▪ 2<sup>nd</sup> Quarter Capital Budget</li> <li>▪ Revenue Budget Setting Draft Budget</li> </ul>	19 Dec 2006
11 Jan 2007	No reports allocated	16 Jan 2007
25 Jan 2007	<ul style="list-style-type: none"> <li>▪ Budget Setting Final Budget</li> </ul>	30 Jan 2007
22 Feb 2007	<ul style="list-style-type: none"> <li>▪ 3<sup>rd</sup> Quarter Revenue Budget</li> <li>▪ 3<sup>rd</sup> Quarter Capital Budget</li> </ul>	27 Feb 2007
22 Mar 2007	No reports allocated	27 Mar 2007

## 5. FINANCIAL AND HUMAN RESOURCE IMPLICATIONS

- 5.1 Each Sub-Group requires participation and significant contributions from the Scrutiny Officer, the lead officer, plus other officers within the service area being reviewed.

## 6. RECOMMENDATIONS

- 6.1 Members are asked to note the plans that are in place for the work of Scrutiny for 2006/07.

## 7. REASON FOR RECOMMENDATIONS

- 7.1 To enable the Scrutiny Committee to plan and carry out its workload efficiently.

## 8. CONTACT OFFICER

- 8.1 Grace Crawford  
Scrutiny Officer  
North Hertfordshire District Council  
01462 474612  
[grace.crawford@north-herts.gov.uk](mailto:grace.crawford@north-herts.gov.uk)

**TITLE OF REPORT: AFFORDABLE HOUSING TASK AND FINISH GROUP - SCOPE**

## REPORT OF THE SCRUTINY OFFICER

**1. SUMMARY**

- 1.1 This report issues introduces the Scope of the Affordable Housing Task and Finish Group, which is due to commence its work by the end of May 2006.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**3. BACKGROUND**

- 3.1 At the Scrutiny Members' Workshop on 7<sup>th</sup> February 2006, Members agreed to carry over this Task and Finish Group from the previous year to this Civic Year, because the Group was not able to undertake any work last year due to resourcing issues.
- 3.2 On 13<sup>th</sup> March 2006, a meeting took place between the Chairman of the Affordable Housing Task and Finish Group, the Chairman of the Scrutiny Committee, the Scrutiny Officer and the Lead Officers for Housing to determine the Scope of this Group. The draft Scope is attached at Appendix A to this report.
- 3.3 This Summer, the planning department will start working on the Affordable Housing Supplementary Planning Document. Although this document is specifically aimed at developers, it is important that this Task and Finish Group does not duplicate any investigations or research that this project intends to cover.
- 3.4 The full membership of this Group is yet to be established and confirmed.

**4. LEGAL IMPLICATIONS**

- 4.1 The Head of Legal and Democratic Services has confirmed there are no legal implications.

**5. FINANCIAL AND HUMAN RESOURCE IMPLICATIONS**

- 5.1 The Task and Finish Group will invite participation and contributions from the lead officers for housing, external agencies and members of the public. There will be external visits undertaken by the Group and witnesses will be invited to attend some meetings. Therefore, a budget may be required to cover the relevant expenses associated with these activities.

## **6. RECOMMENDATIONS**

- 6.1 Members are asked to consider the points raised when approving the Scope and in particular consider any additional areas that the Group could look at.

## **7. REASON FOR RECOMMENDATIONS**

- 7.1 To enable the Affordable Housing Task and Finish Group to commence and carry out its work efficiently.

## **8. CONTACT OFFICER**

- 8.1 Grace Crawford  
Scrutiny Officer  
North Hertfordshire District Council  
01462 474612  
[grace.crawford@north-herts.gov.uk](mailto:grace.crawford@north-herts.gov.uk)

## **9. APPENDICES**

- 9.1 Appendix A – Draft Scope of Affordable Housing Task & Finish Group

**North Hertfordshire District Council**  
**AFFORDABLE HOUSING**  
**Scrutiny Task and Finish Group**



## SCOPE

Purpose:

The primary purpose of the Affordable Housing Scrutiny task and finish group is to review the need for social housing and review NHDC's ability to supply, based on the guidelines set by The Housing Corporation.

Objective:

To produce a report to Cabinet / Portfolio Holder with key recommendations and findings by the Group.

Timeframe:

The Group will commence in May 2006 and will run for approximately three - four months.

Key Tasks:

Topic	Date
<ul style="list-style-type: none"> <li>▪ Examine the housing need survey and look at a breakdown of needs – black and ethnic minorities, lone parents, elderly, health issues etc.</li> <li>▪ Look at issues around rent vs shared ownership</li> <li>▪ Examine and discuss the purpose of the Home Track IT system</li> <li>▪ Look at the current allocation system</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Look at current key worker schemes and discuss its effectiveness within North Hertfordshire</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Receive Capital Programme presentation</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Undertake benchmarking with other local authorities to gain best practice examples on planning issues</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Meet with relevant developers to discuss what barriers they perceive exists regarding the affordable provision</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Develop recommendations</li> </ul>	TBA
<ul style="list-style-type: none"> <li>▪ Prepare report</li> </ul>	TBA

**TITLE OF REPORT: REVIEW OF USAGE AND PROMOTION OF MARKETS**

## REPORT OF THE SCRUTINY OFFICER

**1. SUMMARY**

- 1.1 This report introduces the Scrutiny Committee Task and Finish Group's final report that reviewed the usage and promotion of markets in North Hertfordshire (attached as Appendix A). The report includes recommendations which the Task and Finish Group would like to refer to Cabinet.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.

**3. BACKGROUND**

- 3.1 The Scrutiny Committee approved this cross-party Task and Finish Group in September 2005. The purpose of the Group was to look at the current situation of the markets and investigate ways of improvement.
- 3.2 The Task and Finish Group has held six meetings between November 2005 – April 2006. The Group has questioned, heard evidence and received information from NHDC Officers, Hitchin and Royston market traders the Hitchin Town Centre Manager and the Royston Town Centre Manager.

**4. CONSIDERATIONS**

- 4.1 Following a discussion with the Strategic Director of Customer Services, Members are asked to consider the following points once you have read the report of the Task and Finish Group.
- 4.2 In addition to the market utilisation figures used to analyse the national decline in market trade, there is also evidence to suggest that markets in major urban centres have continued to thrive and grow but those in more rural, smaller communities have not. However, the Group has not had the opportunity to discuss this matissue.
- 4.3 The group was not able to cover the final point in their Scope (page 4 of the report).
- 4.4 In para 2.3.1 of the report, there is no clarity about whether the decline in footfall is a result of traders leaving early or whether them leaving early is a result in the poor footfall.
- 4.5 Recommendation 4.15 – The Hitchin Market Traders Association is an independent body, so it will not be appropriate for the Council to set up a group like this in Royston. However, Officers meet quarterly with the Hitchin Market Traders, the Portfolio Holder and the Chairman of the Hitchin Area Committee. Therefore, if a Royston Market Traders Association were to be formed, it would be possible to have a similar meeting in Royston as that currently happening in Hitchin.

**5. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS**

5.1 The Group has consulted with members of the Hitchin Market Traders Association, Royston Market Traders and the Hitchin and Royston Town Centre Managers.

**6. RECOMMENDATIONS**

6.1 That the Scrutiny Committee consider the points raised above when approving the report and recommendations for referral to Cabinet.

**7. REASONS FOR RECOMMENDATIONS**

7.1 To enable the Scrutiny Committee to carry out its work efficiently.

**8. CONTACT OFFICER**

8.1 Grace Crawford  
Scrutiny Officer  
01462 474612  
grace.crawford@north-herts.gov.uk

**9. APPENDICES**

9.1 Appendix A – Report of the Usage & Promotion of Markets Task & Finish Group

**10. BACKGROUND PAPERS**

- North Hertfordshire District Council marketing plan
- First National Survey of Retail Markets
- Hitchin Market Traders Association business plan
- Markets Utilisation and Performance Report

NORTH HERTFORDSHIRE DISTRICT COUNCIL



# Review of the Usage and Promotion of Markets in North Hertfordshire

April 2006

**Report of the  
Usage and Promotion of Markets  
Task and Finish Group**

## Membership of the Task and Finish Group:

Councillor Michael Muir (Chair)	Councillor Paul Clark
Councillor Derek Sheard	Councillor John Barry
Councillor Joan Kirby	Councillor Raymond Shakespeare-Smith

## Other contributors to the review:

Councillor Martin Stears (Chairman of the Scrutiny Committee)	Steve Crowley (Project Manager)
Councillor Richard Thake (Portfolio Holder for Planning and Transport)	Tara Page (Markets Manager)
Councillor Alison Ashley (Portfolio Holder for Housing and Environmental Health)	Grace Crawford (Scrutiny Officer)
Councillor William Davidson (Portfolio Holder for Waste Management and Environment)	Margaret Bracey (Hitchin Community Development Officer)
Markets traders from Hitchin and Royston	Alan Fleck (Royston Community Development Officer)
Vaughn Watson (Head of Leisure and Environmental Services)	Keith Hoskins (Hitchin Town Centre Manager)
	Geraint Burnell (Royston Town Centre Manager)

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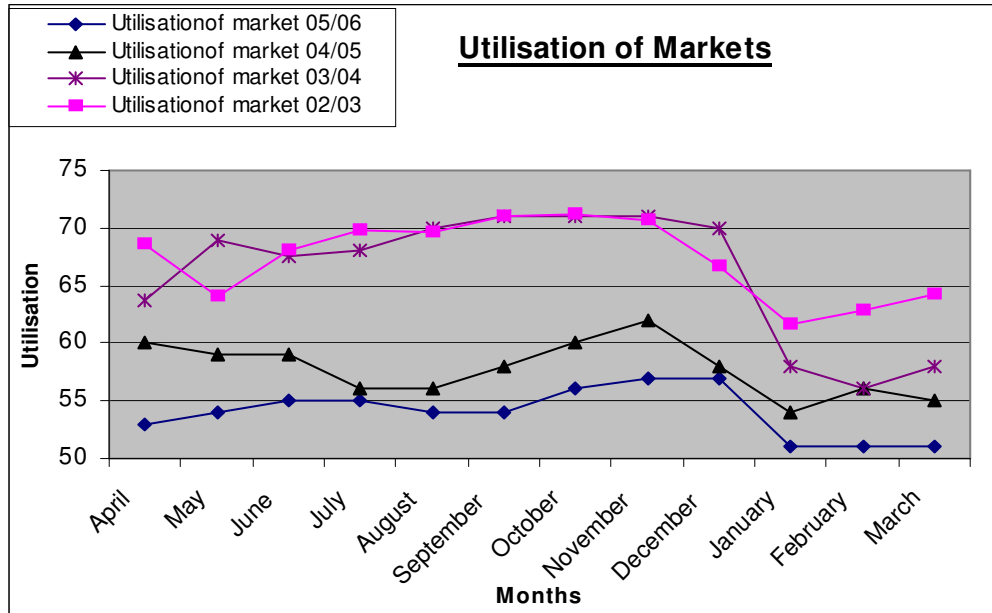
## 1. Introduction & Background

- 1.1 Over the past three years the Council's market utilisation has seen a decline. This decline has been greater in mid-week trading than weekend trading. This has had a negative impact on the Council's ability to keep and attract traders, which has been cited as one of the reasons the market has been unable to attract new customers.
- 1.2 At the Scrutiny Committee meeting on 13 September 2005, it was approved that the **Usage and Promotion of Markets Task and Finish group** would be established to analyse the current promotional activities and investigate ways of improving the Council's current work.
- 1.3 The group began its work in November 2005 and agreed the following scope:
- To consider all means to improve the usage and promotion of the Council's markets;
  - To utilise ideas gleaned from best practice operated by markets elsewhere, particularly in towns of a similar size to those in North Herts and, if necessary, organise visits to such markets;
  - To obtain evidence from market traders currently operating in Hitchin, Baldock and Royston, from the respective Town Centre Managers and from the appropriate Community Development Officers;
  - To commission work on a customer analysis to determine the numbers and type of customer currently using the markets.
- 1.4 The group has met 6 times between 29<sup>th</sup> November 2005 and 26 April 2006.
- 1.5 The group worked with market traders from Hitchin and Royston, as well as the Town Centre Managers of both Towns. As a result, they have contributed to the development of the recommendations discussed later in this report.
- 1.6 This report presents the findings of the groups investigations and makes recommendations for practical ways forward to improve the current situation of North Hertfordshire's markets.

## 2. Findings

### 2.1 Market Utilisation

2.1.1 Recent studies by the National Market Traders Federation show there is a national decline in outdoor markets. The following graph shows the Council's market utilisation figures from 2002/2003 to 2005/2006.



2.1.2 The group discussed several factors that have contributed to the reduction of market utilisation, as below:

- Changes in customer shopping behaviour. There is now a greater range of shops and services that provide similar quality and prices as that of goods purchased on a market stall. More and more shops and services are open seven days a week. Also, the growth and availability of the Internet has enabled people to purchase many goods from the comfort of their home.
- The reduction of employment in Town Centres. The group identified a link between the increase in closure of local businesses to the significant reduction of customers who are available to visit local markets during the week.

Due to these and other reasons, less people are visiting our markets and the knock on affect is, it is harder to attract and keep traders.

### 2.2 Hitchin Market

2.2.1 Hitchin Market is the Council's biggest outdoor market with just over 200 stalls. The Saturday market has seen a drop of 14% since 2003 where 80% of the stalls were occupied. The Tuesday and Friday Markets have declined by 10% and 14% respectively since 2003. The group found that signage in the town centre to the market is very poor.

2.2.2 The task and finish group invited the Hitchin Town Centre Manager and representatives from the Hitchin Market Traders Association to their meeting

on 8<sup>th</sup> February 2006. At this meeting the current utilisation trends were presented and the group heard about what the Council is currently doing to promote Hitchin Market as part of the Council's Marketing Plan (**the Marketing Plan can be found at Appendix B**). For example, the Markets Manager has organised specific events and these have proven to be popular and received good publicity.

2.2.3 The group received a marketing plan written by the market traders and heard about their concerns and ideas for improvements. These included:

- the impact that the level of rent is having on attracting new traders
- problems associated with collecting rent by cash
- the negative effect the market has by having empty stalls
- lack of a tourism feel to attract new visitors
- poor signage
- the impact that no Bank Holiday and no Thursday trading has had

2.2.4 The group also heard ideas from the Hitchin Town Centre Manager. These included:

- running a Sunday market
- having more themed market days
- re-locating the market to the Town Square on certain days

## 2.3 Royston Market

2.3.1 Royston market has a potential capacity for 60 stalls. Less than half this amount is currently being occupied. The market tends to suffer with a poor footfall in the afternoons and empties around 3.00pm, leaving only a few traders who are there until approximately 4.00pm on Wednesdays and 5.00pm on Saturdays.

2.3.2 The group invited the Royston market traders and the Royston Town Centre Manager to their meeting on 14<sup>th</sup> March 2006. At this meeting the group heard about what the Council is currently doing to promote Royston market and heard the concerns and ideas from the traders and the Town Centre Manager.

2.3.3 The market traders raised a number of ideas and concerns, these included:

- the need for specialised stalls
- incentives for attracting new traders
- supplying mobile stalls for new traders who do not have their own
- car park discounts for the public on market days
- having charity stalls
- having set times for packing and unpacking stalls
- policing the market all day
- the lack of advertisements in local newspapers
- the impact that Tesco is having on their trade

- 2.3.4 The group heard about the initiatives that are already in place to improve Royston Market. These included:
- installing electrical points, bollards, anchor points
  - having less vans on the market site to provide more space for new traders
  - purchasing new mobile stalls
- 2.3.5 The group was also informed that a consultation exercise is being undertaken with the traders to inform them of these plans and to seek their views.

## **2.4 Baldock Market**

- 2.4.1 Recent years have seen a significant decrease in the size of Baldock market, with the occupancy rate of pitches reducing from 80% to 50% since 2001.
- 2.4.2 Since 6<sup>th</sup> April 2006 the Council were no longer responsible for running this market. However, the group was informed that the Council would develop and maintain a close working relationship with the new company in order to benefit North Hertfordshire's residents, visitors and traders.

## **3. Conclusion**

- 3.1 The group has based most of their recommendations on the contributions from NHDC's officers, the market traders and the Town Centre Managers.
- 3.2 It was felt that there was a lack of signage, advertising and publicity campaigns for both markets.
- 3.3 The group discussed new initiatives that could be introduced to attract shoppers and new traders to both markets.
- 3.4 There were several incentives suggested by the traders to encourage existing traders to continue trading at both markets. Some of which were agreed by the group and are included in the recommendations.
- 3.5 The Scrutiny Officer will review the progress of the suggested actions in the recommendations and report back to Scrutiny any success or further issues.

## 4. Recommendations

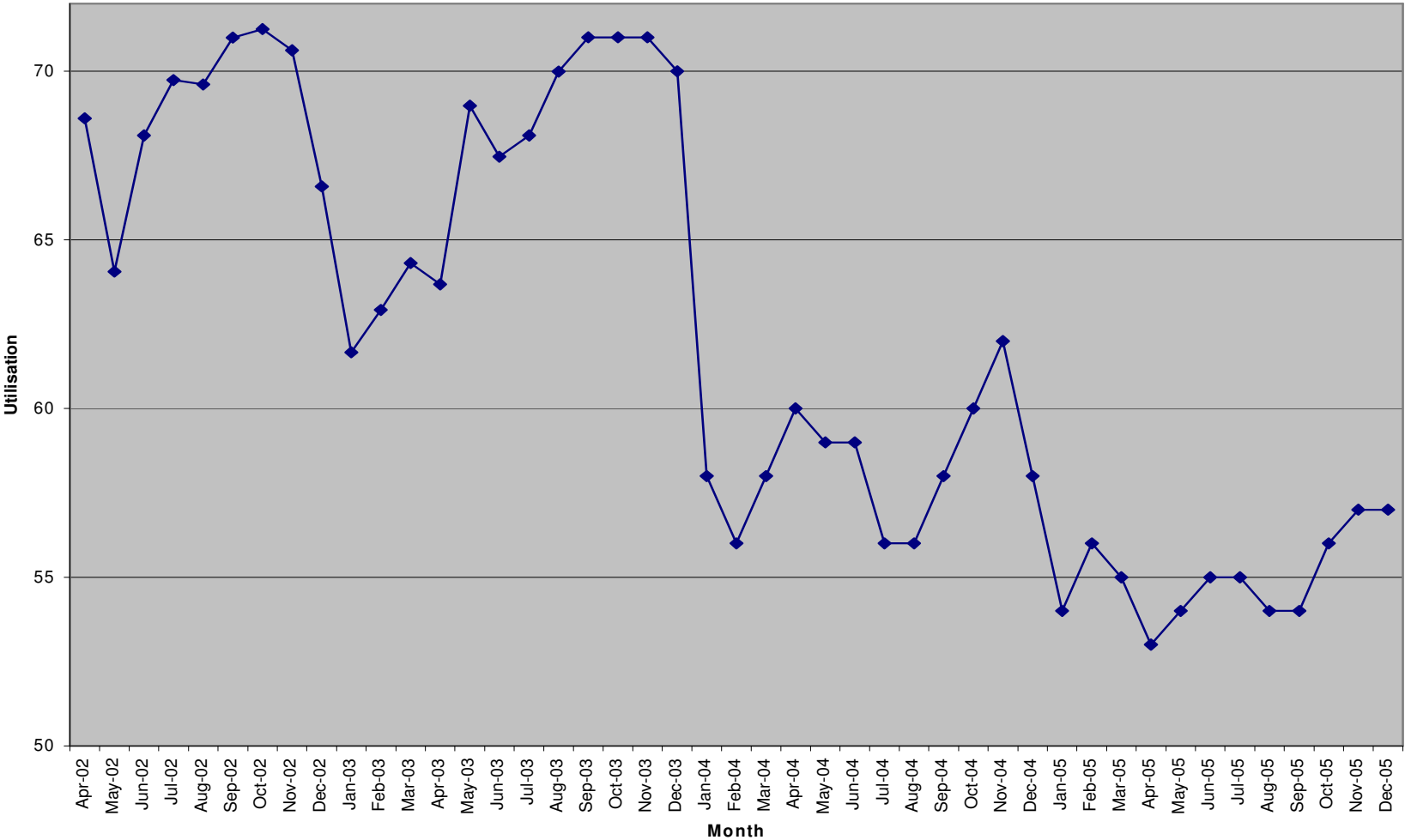
On the 29 March 2006, the group reviewed the results of their investigations and agreed the following recommendations:

- 4.1 Senior Officers in partnership with the Hitchin Town Centre Manager to consider the viability of running a Sunday Market in Hitchin.
- 4.2 Include some regular specialist markets in Hitchin.
- 4.3 Remove some empty stalls to allow for more space to have additional mobile stalls and trading vehicles at Hitchin.
- 4.4 Give new traders in Royston the opportunity to rent a stall, if they need one.
- 4.5 Abolish the requirement for a month in advance system of collecting rent, and introduce an option to pay daily, by using a modern portable device to enable traders to pay by credit card if they prefer to do so.
- 4.6 Consult with traders about replacing the current holiday allowance system with an alternative system.
- 4.7 The group would like to see greater control of the spreading policy given to the Markets Manager, so that judgement can be given to traders based on changes in turnout on particular days.
- 4.8 The Markets Manager to introduce and advertise a promotional scheme to traders for Tuesday rent in Hitchin and Wednesday rent in Royston.
- 4.9 Senior Officers to look at reviewing annual licenses for the shuttered units at Hitchin market and to report to the Hitchin Area Committee with their proposal.
- 4.10 A Member of the Hitchin Area Committee to attend and support the quarterly meetings of Hitchin Market Association.
- 4.11 Once a full risk assessment has been undertaken, the Council to consider opening Biggin Lane car park for shoppers on Tuesdays and Fridays in Hitchin.
- 4.12 Officers to ensure that they develop and maintain a close working relationship with the new company that now manages Baldock market.
- 4.13 Due to the lack of advertising in the local press in Royston, the Markets Manager to ensure that adverts are placed in Royston local papers and other local publications.
- 4.14 The Markets Manager to ensure that the installation of bollards and electric points at Royston market are carried out.
- 4.15 A working group involving traders, officers, the Town Centre Manager and a Member of the Royston Area Committee to be set up in Royston, which works similarly to the Hitchin Market Traders Association.

- 4.16 The Markets Manager to ensure that vans are not parked on the Royston market site, unless they are trading vans.
- 4.17 Through the working group suggested in 4.15, traders to be encouraged to finish trading at the same time, to avoid only a few stalls being left trading in the afternoons.
- 4.18 A wide publicity campaign to promote all of NHDC markets once the new initiatives are in place.

Appendix A

All markets utilisation





Appendix B

# MARKETING PLAN

APRIL 2005 - MARCH 2006



Markets

## **INTRODUCTION**

The Marketing Plan for the Markets aims to maximise usage and customer awareness of all locations and for all facilities via effective marketing. It encompasses the 'Marketing Mix' of Product, Pricing, Place and Promotion.

Promotion will be carried out through Personal Selling (by all staff), National markets related media advertising, local media and community events.

A simple but effective pricing policy assists in targeting activities to the various user and target groups. This links in with various incentives/competitions and events to encourage use and increase footfall.

The following sections are contained within this document:

- Introduction
- Aims and Objectives of the Marketing Plan
- Customer Profile
- Attracting New Customers
- Advertising Trends
- SWOT Analysis
- Distribution Profile of advertising Mediums (MORI Survey 2004)
- Advertising Diary
- Corporate Style
- Event Diary 2005-2006

## **AIMS AND OBJECTIVES OF THE MARKETING PLAN**

### **The main aims of the marketing plan are to:**

- Maximise stall lettings by appealing to new traders
- Increase public foot flow on all market areas
- Advertise through local press special commodities that attract people and enhance the market desirability
- Target advertise at seasonal occasions i.e. Bank Holidays, Xmas, Easter, School holidays etc
- Target advertise with special offers that are present on the markets (local press)

### **The following aims will be achieved by:**

- Retaining existing customers
- Attracting new customers
- provide a professional service that gives the value for money
- Assisting in improving the quality of life within the local community by promoting and emphasising the benefits of value for money outdoor shopping
- Using pricing, services of facilities and promotion innovatively to maximise participation by all user groups and in turn increase income
- Remaining committed to staff training to ensure customers are provided with the best trained staff
- Presenting a positive unified and corporate image to all customers
- Experimenting with and deploying different marketing techniques to advertise and promote the facilities
- Running specific promotions and events aimed at target groups within the local community
- Ensuring adequate promotion and publicity coverage is undertaken for all aspects of the facilities.
- Providing safe and quality services to all users through staff training and the implementation of industry legislation/recommendation

## **Customer Profile**

- Tuesday Market tends to be more supported by the older person.
- Friday market is an early start market due to the nature of selling second hand goods. Many traders arrive early to catch the trade buyers who come down before 06.00 to buy then quality antiques and therefore the market tends to shut down at around 15.00 when the second hand traders leave. The market is supported mainly with a heavy footfall of public wishing to be the first to get the second hand bargains. New traders quite often find sales are not as high as they had hoped for once passed lunchtime.
- Saturday market is full of new produce/products and is well supported by all walks of life, with the public buyers arriving as early as 07.00. The bulk of the public stays consistent all day and starts to fizzle out around 15.30 but intensifies again at around 16.45 with public wanting to secure the last of the perishable goods at even cheaper prices.
- Royston Wednesday and Saturday markets tend also to appeal to the elder end of the general public with footfall steady by 08.45 and staying buoyant up to 14.30. As no outlying bus services run into Royston after 14.50 the market traders tend to suffer with poor footfall after this time. The market therefore rapidly empties around 15.00, leaving a few die-hard traders who in turn leave at 17.30.
- Baldock Wednesday market seems to be supported with minor to moderate regular footfall all day up to 15.00. Allocating new traders is proving difficult with the Tesco's superstore within 750 yards selling virtually everything Traders sell at very competitive prices. The Baldock by Pass opening may improve footfall but equally it may have an adverse affect. Since the outcome is at present unknown we are unable to put forward any positive feedback. However the experimental TRO has increased Traders and shoppers alike, we now need to look at review and reinforcing that TRO.

### **Attracting New Customers**

- This is achieved by event planning, linking with the HTCI and local businesses
- Advertising in local press, local radio presence on the market and advertising with them, local directories, retirement magazines, web site information, HTCI guide.

### **Advertising Trends**

- This year, we have advertised in local papers, magazines in conjunction with HTCI, local elderly publications, town guides, local radio and billboards. We have improved our website information by updating our access and facilities. We have targeted advertising to certain events to maximise publicity to increase traders and shoppers. This included an Easter Competition with large Easter eggs donated by a local business as prizes, involved local schools and the children in the British Food Fortnight, sampling fresh fruit and making smoothies, held a charity auction in aid of The Garden House Hospice and the Dyspraxia Foundation, donations given by local businesses and raised £1240.00 which was divided between the two charities at a cheque presentation on Saturday 18<sup>th</sup> Nov with press present.
- As a result of these two events, we received letters and cards from the school requesting that we repeat the event next year together with cards and letters of thanks and two letters from the nominated charities thanking us for our aid and support.
- We have not as in previous years, just placed advertisements randomly, each advert has been given consideration as to who we are trying to attract, how to attract and the best possible means of conveying the message.

### **Shopping Trends**

- Shopping trends have changed dramatically over the last few years and we have tried to work alongside these changes.
- The significant changes in the way we shop are the internet, boot sales, pre seasonal sales by stores and a change in shopping opening hours, makes competition much harder when we do not have to brave the elements to purchase a present or card. It can be brought on the computer from home, from a mail order catalogue or on the ebay site.
- There has been a substantial change in the way markets operate. With the casual queuing for a pitch becoming a thing of the past, we have introduced a package to encourage people to set up business and support them whilst making a business viable for them, many traders today do not want to leave home at 5.30am to arrive at the market to queue for two hours, only to be sent home because there are no stalls available or the market concerned already has the required quota of the commodity the trader is selling.

## SWOT Analysis

### Hitchin Market

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• long established market</li> <li>• good variety of non expensive produce/products available</li> <li>• reasonable farmers market on Tuesday</li> <li>• Antique &amp; Collectors fair - Fridays</li> <li>• Saturday operating at 70-80% full</li> <li>• good level of personal, friendly service maintained by traders to customers</li> <li>• market days see a significant improvement to local shops income</li> <li>• integral part of community</li> <li>• nearby local parking</li> <li>• Pleasant social activity</li> <li>• Open to everyone</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• uncertainty of Churchgate development</li> <li>• traders income badly affected in inclement weather</li> <li>• present trader utilisation on Tuesday showing decline</li> <li>• no c.c.t.v.</li> <li>• no signage relating to what's on and what day</li> <li>• no major signage advertising days open</li> <li>• no signage relating to potential hirers</li> <li>• only open 3 days out of 7, poor utilisation of premium town centre retail space</li> <li>• in poor condition due to vandalism and age</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• contract procurement of Firthdene market</li> <li>• restore Bank Holiday Markets</li> <li>• additional signage</li> <li>• EEDA funding</li> <li>• Planned events</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• cost and standard of cleanliness</li> <li>• extra staffing costs</li> <li>• additional purchase costs</li> <li>• other markets (for traders)</li> <li>• general retail changes (internet shopping, extended shopping hours, pre seasonal sales)</li> </ul>

### Royston Market

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• small enough to be personal for the customer</li> <li>• well supported with licensed traders</li> <li>• busier in good weather and school holidays</li> <li>• good security for traders and customers from C.C.T.V. cameras</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• no permanent signage relating to days open or how to hire</li> <li>• confined lettable area</li> <li>• element of danger with the location of the market as it runs parallel to a Town Centre Road</li> <li>• traders income affected by bad weather</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• to invest in electrics, anchor points or modern type stalls, parking barriers which would remove vehicles from site.</li> <li>• Eeda funding</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• high rental paid for the land makes the profit margin minimal</li> </ul>

**Baldock Market**

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Long established market</li> <li>• Supported by a friendly group of licensed traders</li> <li>• Small enough to almost guarantee the trader a monopoly in their commodity</li> <li>• Parking conditions improved since TRO</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• No on site signage relating to the market held every Wednesday on town signs</li> <li>• high rental paid for the charter rights which minimises profit</li> <li>• Tesco's superstore within 700yds open 24 hours offering similar products at competitive prices</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• To review temporary TRO and enforce permanent order</li> <li>• To bring variety of market to the town (i.e. farmers market)</li> <li>• Baldock by Pass could open opportunities, outcome unknown</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Traders are affected by inclement weather</li> <li>• Shopping trends etc</li> <li>• Baldock by Pass could present threats, outcome unknown</li> </ul>

**DISTRIBUTION PROFILE OF ADVERTISING/MARKETING MEDIUMS**

**(MORI Survey 2004 – 1,005 residents aged 16+)**

**Sources of information: From which sources do you obtain most information about North Herts Council and how you prefer to do this in the future.**

Local Newspapers	73% obtained	56% preferred
'Outlook' Magazine	55% obtained	32% preferred
Leaflets to the door	49% obtained	25% preferred

Figures below show the top four newspapers that people obtain information along with their preferred sources of information:

Comet	77% obtained	68% preferred
Herts on Sunday	39% obtained	17% preferred
Royston Wkly News	19% obtained	13% preferred
Crow Series	14% obtained	10% preferred

**Advertising Diary 2005-2006**

<b>Date Paid</b>	<b>Advertised with</b>	<b>Relevant Code</b>	<b>Description</b>	<b>Amount (- Vat)</b>
05-Apr	Chiltern	General	Radio ad 3-5-04 to 23-3-05 placed by GJ	£ 434.99
05-Apr	Comet / The News	General	General ad 23/63/05	£ 170.00
05-Apr	Comet / The News	General	General ad 25/63/05	£ 175.00
30-Apr	Comet / The News	General	General ad 15/04/2005	£ 105.00
30-Apr	MTN (Market Trade News)	Hitchin General	Stall availability 24/4/05	£ 200.00
06-May	Market Trader	General	Stall availability 6/5/05	£ 274.50
06-May	Market Trader	General	Stall availability 22/4/06	£ 274.50
11-May	Comet / The News	Hitchin General	General ad 29/4/05	£ 105.00
11-May	Baldock Crow	Baldock	Baldock Festival 15/5/05	£ 242.00
20-May	Market Trader	General	Stall availability 20/4/06	£ 274.50
22-May	Comet / Biggleswade &NH	General	General ad 19/5/05	£ 80.00
27-May	Comet / The News	General	General ad 13/5 05	£ 105.00
03-Jun	Silverburn Finance	General	Ad for Retired & Living Mag	£ 500.00
03-Jun	Market Trader	General	Stall availability 27/5/06	£ 274.50
03-Jun	MTN	General	Stall availability 31/5/05	£ 200.00
09-Jun	Market Trader	General	Stall availability 15/4/05	£ 400.00
18-Jun	Atlas UK	General	Map sites, stevenage	£ 450.00
18-Jun	Market Trader	General	Stall availability 10/6/05	£ 274.50
05-Jul	Market Trader	General	Stall availability 24/6/06	£ 274.50
05-Jul	MTN	General	Stall availability 27/6/05	£ 200.00
13-Jul	Market Trader	General	Stall availability 8/7/05	£ 274.50
02-Aug	Comet NH	Hitchin Tuesday	Farmers ad 21/7/05	£ 350.00

02-Aug	Royston Crow	Baldock	Baldock Ad	£ 540.00
06-Aug	MTN	General	Stall availability 29/7/05	£ 200.00
06-Aug	Atlas UK	General	Map sites, Lu, Roy, Bal, Bunt	£ 350.00
06-Aug	Elishan Printing	Hitchin General	Stevenage Neighbourhood Watch brochure	£ 525.00
06-Aug	Herts on Sun	Hitchin Tuesday	Keith/Tony advert 31/7/05 GMTV	£ 150.00
06-Aug	Herts on Sun	Hitchin Tuesday	Keith/Tony advert 31/7/05 GMTV	£ 400.00
06-Aug	Royston Crow	Baldock	Baldock Ad & editorial	£ 300.00
20-Aug	Heritage Guides	Hitchin General	Hitchin Town Guide	£ 375.00
30-Aug	Club Publishing	Hitchin General	What's on Where Guide 1 year General ad	£ 875.38
30-Aug	Comet NH & Biggs	Hitchin Tuesday	General ad 18/8/05	£ 300.00
07-Sep	Market Trader	General	Stall availability 9/8/05	£ 100.00
07-Sep	Andy Voisey	Hitchin Tuesday	F&V for filming GMTV	£ 100.00
07-Sep	Comet NH & Biggs	Hitchin Saturday	General ad 25/8/05	£ 300.00
14-Sep	Comet NH & Biggs	Hitchin Tuesday	General ad 1/9/05	£ 200.00
27-Sep	Comet NH & Biggs	Hitchin Saturday	General ad 27/9/05	£ 300.00
27-Sep	Comet NH & Biggs	Hitchin Saturday	General ad 15/9/05	£ 300.00
27-Sep	Hertbeat FM	Hitchin Saturday	Radio ad & live reads for Charity Auction	£ 850.00
14-Oct	Comet NH Biggs	General	Auction ad 29/9/05	£ 350.00
15-Oct	Archant Life	General	Hertfordshire Life ad Oct issue	£ 320.00
15-Oct	Silverburn Finance	General	Ad for Retired & Living Mag	£ 500.00
15-Oct	Royston Crow	Royston General	British Food Fortnight ad 22/9/05	£ 240.00
25-Oct	Argos	General	5 x Cookworks Liquidiser for BFF	£ 52.35
15-Nov	Hitchin Initiative	Hitchin General	Hitchin Station billboard ad	£ 500.00
			<b>Total Spend</b>	<b>£13,766.22</b>

**Pending committed**

Comet NH	Hitchin Saturday	Inserts for Charity Auction	£ 133.36
Comet NH	Hitchin Saturday	Craft Market traders	£ 250.00
Comet NH	Hitchin Friday	Charity Market traders	£ 250.00
Comet NH	Hitchin General	Countdown to Xmas ad	£ 250.00
Comet NH	Hitchin Saturday	Craft Market ad	£ 77.70
Comet NH	Hitchin General	Charity Market / Xmas Market ad	£ 77.70
Comet NH	Hitchin Tuesday	Farmers Market	£ 77.70
Hitchin Initiative	Hitchin General	Hitchin Town Guide	£ 1,000.00
		<b>Total pending</b>	<b>£ 2,116.46</b>

<b>Total advertising up to end Feb 06</b>	<b>£15,882.68</b>
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All promotional material will conform to the 'Corporate Style'.

## **Logo**

The most important element of the Council's visual identity is the logo. Appearing on everything produced, it ensures easy identification by those served and worked with.

Essential requirements of a colour logo:

Green (Pantone 349) and Purple (Pantone 268).

Single colour (greyscale) logo:

The lighter (top) triangle is a 35% tint, while the darker (bottom) triangle is 80% tint.

## **Logo typeface:**

The letters NHDC are white, in Bembo capitals.

## **Size:**

Do not distort the shape, but the logo can be re-sized to fit the proportions of the publication or vehicle etc. For the exact dimensions, contact the Print Unit.

## **Position:**

The logo always goes in the top right hand corner of the page, badge, sign etc. If in any doubt, ask the Public Relations Unit for advice.

## **Logo associated name:**

'NORTH HERTFORDSHIRE DISTRICT COUNCIL' was set in Bembo letter-spaced, capitals, size 11pt (on A4), and aligned left. This font is being phased out over time, as resources allow, and replaced by Times New Roman 11pt, with character spacing expanded by 1.5 points.

The address, telephone number, facsimile number, and e-mail address (if you have one) go underneath aligned left. They were in Bembo letter-spaced upper and lower case, size 9pt (on A4), and are being replaced by Times New Roman 9pt.

## **Partners' or sponsors' logos:**

Where a partner's logo is to be provided contact the Public Relations Unit. As a general guide, the NHDC logo goes in the top right hand corner when possible. The partner's may be in the bottom right hand corner, or perhaps inside the leaflet. It is sometimes appropriate to create a joint logo.

Where NHDC is to be included on another organisation's publication, they may determine the position, in consultation with NHDC's Public Relations Unit. However, the logo's colour, typeface and shape must be observed. The size should be equal to other logos on the publication.

NORTH HERTFORDSHIRE DISTRICT COUNCIL in the logo-associated text, is expanded by 1.5pt.

## Event Diary – Markets 2005-6

<b>DATE</b>	<b>EVENT 2005</b>	<b>EVENT 2006</b>
<b>FEBRUARY</b>		<b>Valentines</b>
<b>MARCH</b>	<b>Easter Eggstravaganza</b>	
<b>APRIL</b>		<b>Easter Egg</b>
<b>MAY</b>		
<b>JUNE</b>		
<b>JULY</b>	<b>Relocation Farmers Mkt</b>	<b>Charity Auct</b>
<b>AUGUST</b>	<b>GMTV Clues Brothers</b>	<b>Bank Hol Mkt</b>
<b>SEPTEMBER</b>	<b>Antique Valuations</b>	<b>British Food</b>
<b>OCTOBER</b>	<b>Charity Auction</b>	
<b>NOVEMBER</b>	<b>VJ Day Celeb.</b>	<b>Craft Fair</b>
<b>DECEMBER</b>	<b>Charity Mkt Xmas Mkt</b>	<b>Charity Mkt Xmas Mkt</b>

**TITLE OF REPORT: OFFICER DELEGATED DECISIONS – CALL-IN AND GENERAL PRINCIPLES**

REPORT OF THE HEAD OF LEGAL & DEMOCRATIC SERVICES

**1. SUMMARY**

- 1.1 This report outlines the principles for decision making by officers and the process for Member scrutiny of decisions made by officers.

**2. FORWARD PLAN**

- 2.1 This report does not contain a recommendation on a key decision.

**3. BACKGROUND**

- 3.1 The Hitchin Area Committee of 18 April 2006 referred matters relating to an officer decision on an award of a grant under a Service Level Agreement, to the Hitchin Town Centre Initiative, to the Cabinet meeting of 25 April. The officer decision was to award the grant for 1 year instead of 3 years. The referral was made following a presentation made by the Town Centre Manager, which included reference to the award of the grant. The decision to award the grant was made by the Head of Policy, Partnerships and Performance.

- 3.2 The referral from the Area Committee, included a recommendation that “Cabinet be requested to renew the Service Level Agreement to the Hitchin Town Centre Initiative for a three year period, in accordance with the Council’s normal practice and that this should be a decision taken by the political administration” and the reason given for this was to allow Cabinet to re-consider the decision.

- 3.3 The Chairman of the Hitchin Area Committee attended Cabinet and made submissions relating to the good work of the Town Centre Initiative. She submitted that although officers had made the decision with the best of intentions, this decision should be overturned and the term for the SLA revert back to three years.

- 3.4 The Cabinet responded and discussed the referrals and the submissions made. The Chairman of Cabinet noted that Area Committees did not have the power to amend officer decisions taken under delegated powers, but can only request that these decisions be reviewed. The Cabinet resolved “that officers be requested to bring back a report regarding how the decision to extend the SLA for HTCI for a one year term only had been arrived at”.

- 3.5 On 27 April, Committee Services received an e-mail notification that the Chairman of the Scrutiny Committee had received a request for the Chairman of the Hitchin Committee and 5 Members of that committee, to call in the decision of Cabinet.

## **4. ISSUES**

- 4.1 The issues for consideration in this report are the process for officers to make decisions and for Members to scrutinise or challenge those decisions. This report does not seek to address the decision relating to the award of this grant and Members will receive a report relating to that at a future meeting.

### **Delegation of powers**

- 4.2 The starting point for the making of decisions by officers, as with any other decision by a local authority, is establishing that they have the power to make the decision. If the power to make the decision does not exist, the decision is ultra vires and hence void. In addition to the express powers derived from statute, local authorities are able to exercise incidental or ancillary powers, necessary to enable the discharge of those functions. This is enshrined in s111 of the Local Government Act 1972.
- 4.3 The powers of the authority are derived from statute and vest in the Council. The Council is then able to appoint committees or officers to exercise these powers. This power is derived from the s101 of the Local Government Act 1972. The vesting of the powers and the principles for how they are to be exercised, are derived from law and as set out in the Council's Constitution. Powers may be delegated or referred. Where powers are delegated, unless specifically reserved to a committee, member or officer, these powers are concurrent. This means that the exercise of the power, including the ability to make a decision, vests in all parts of the chain of delegation and can be exercised lawfully by any of those parts. This is provided by s101(4) of the Local Government Act 1972 and reflected in the Constitution which provides that the Scheme of Delegation to Officers is limited by matters expressly withdrawn from delegation by the Scheme or in any particular case by the Council, Cabinet, a committee or a sub-committee. Whilst the power vests concurrently, it cannot be exercised simultaneously. Where a decision has been taken, that becomes the decision of the authority.
- 4.4 The Scheme of Delegation of Delegation to Officers sets out the first link in the chain of empowerment from the Council to the officer. The officer to whom functions are delegated is then able to sub-delegate these functions to other staff, in whom the power then vests. The Scheme of Delegation generally sets out the delegations within broad functional descriptions and is to be interpreted widely, to give effect to its intended purpose.
- 4.5 The Council's Constitution and the officers Terms and Conditions of Employment set out how the officer is to exercise the functions vested in them and take the decisions that relate to this. In broad terms, decisions are to be made in accordance with the law, principles of proportionality, due consultation and professional advice, respect for human rights, openness, fairness and accountability. Officers are required by their contracts of employment to adhere to the law, the adopted policies and procedures of the Council and its Standing Orders and Financial Regulations.
- 4.6 The Chief Executive's delegations include Policy, Partnerships and Performance and the Community Strategy, including social, environmental and economic well being. The functions falling under these area are then delegated on to the Head of Policy, Performance and Partnerships.

## **Scrutiny of officer decisions**

- 4.7 In accordance with the Local Government Act 2000, the Council's Constitution established Scrutiny Committees which have the power to scrutinise and review the operation of the authority. This power is general, relating to reviewing the operation of the authority and its delivery in accordance with its priorities and policies, and specific in relation to the executive functions of the authority. There are two main processes by which this can be done; firstly by development of policy prior to it being adopted and secondly by scrutiny of decisions after they are made.
- 4.8 The process for scrutiny of officer decisions is the same as that for any other element of the Council's functions. The Scrutiny Committees may require an officer to attend to explain matters within their remit in relation to any decision or series of decisions; the extent to which their actions implement Council policy and their performance. Where a key decision is taken by an officer with delegated authority from the Cabinet, the committees can call-in that decision.
- 4.9 Part IV of the Council's Constitution sets out the procedural rules for call-in of a decision. These provide that a key decision:-
- a) shall be published, including on the Council's website and shall be available at the main offices of the Council normally within two days of being made. Notice of all decisions that are required to be published shall be sent to all Members of the Council on the Friday of the week in which the decision was taken.
  - b) The notice of decisions taken will bear the date of the Friday on which the notice was issued by the Proper Officer. The notice will specify that the decision(s) will come into force, and may then be implemented, on the expiry of six working days, unless within that time the Proper Officer is given written notice signed by five Members of the Council requesting that the decision be referred to the Scrutiny Committee.
  - c) The Chairman or any five Members of the Scrutiny Committee may, during the six working day period, submit in writing a request to the Proper Officer to call-in a decision for scrutiny.
  - d) The Proper Officer shall advise the decision-taker whenever a decision is called-in and he/she shall call a meeting of the Scrutiny Committee on such date as he/she may determine, where possible after consultation with the Chairman of the Committee, and in any case within five days of the decision to call-in.
  - e) If, having considered the decision, the Scrutiny Committee is still concerned about it, then it may refer it back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns or refer the matter to full Council. If referred to the decision maker they shall then reconsider within a further twenty working days, amending the decision or not, before adopting a final decision.
  - f) If, following an objection to the decision, the Scrutiny Committee does not meet in the period set out above, or does meet but does not refer the matter back to the decision making person or body, the decision shall take effect on the date of the Scrutiny Committee meeting, or the expiry of that further ten working day period, whichever is the earlier.

**5. LEGAL IMPLICATIONS**

5.1 None other than those contained within this report.

**6. FINANCIAL AND RISK IMPLICATIONS**

6.1 There are no financial implications arising from the content or the recommendation of this report.

**7. HUMAN RESOURCE AND EQUALITIES IMPLICATIONS**

7.1 None.

**8. CONSULTATION WITH EXTERNAL ORGANISATIONS AND WARD MEMBERS**

8.1 None.

**9. RECOMMENDATIONS**

9.1 That Members note the content of this report.

**10. REASONS FOR RECOMMENDATIONS**

10.1 None.

**11. ALTERNATIVE OPTIONS CONSIDERED**

11.1 None.

**12. APPENDICES**

12.1 None.

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**14. BACKGROUND PAPERS**

Minutes of meetings referred to in the report.