

**NORTH HERTFORDSHIRE DISTRICT COUNCIL**  
**PERFORMANCE, AUDIT AND REVIEW COMMITTEE**

**MINUTES**

**Meeting held at the Council Offices,  
Gernon Road, Letchworth Garden City, on Thursday 13 September 2007 at 7.30 p.m.**

**PRESENT:** *Councillors: Julian Cunningham (Chairman), David Miller (Vice-Chairman), Allison Ashley, Clare Body John Booth, Tom Brindley, Allison Dear, Arthur Jarman, Marylin Kirkland, David Levett, Ian Mantle and M.E. Weeks.*

*Note: Councillor M.E. Weeks left the meeting at 9.28 p.m.  
Councillor Marylin Kirkland left the meeting at 9.52 p.m.*

**IN ATTENDANCE:** *Chief Executive  
Strategic Director of Customer Services,  
Head of Information Technology and Transformation  
Head of Financial Services,  
Head of Policy, Partnerships and Performance,  
Head of Human Resources  
Head of Communications and Public Relations  
Performance Manager  
Consultation Officer  
Member and Committee Services Officer.*

**23. CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed everyone to the meeting. The Chairman also welcomed Chief Superintendent Al Thomas and Chief Inspector Geoff Camp who would be making a presentation at Agenda Item 5, and Debbie Hanson and Kay McClennon from the Audit Commission (Additional Item 5a).

**24. APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillors: Lawrence Oliver and Deepak Sangha.

**25. MINUTES – 21 JUNE 2007**

**RESOLVED:** That the Minutes of the meeting held on 21 June 2007 be approved as a true record of the proceedings and be signed by the Chairman, save for the following clarification:

Minute 21 – Performance Information Management Report.

Paragraph 5, line 6. Delete 'our rating stood at excellent' to read as 'and consequently the NHDC rating was comparable to those rated as excellent'.

**26. SUBSTITUTION OF COMMITTEE MEMBERS**

The Chairman confirmed that there were no substitutions.

**27. DECLARATIONS OF INTEREST AND PARTY WHIP DIRECTIONS**

No declarations of interest were made.

No Party Whip directions were made.

**28. HERTFORDSHIRE CONSTABULARY – UPDATE ON ACTIVITIES**

Chief Superintendent Thomas thanked the Chairman for the opportunity to address the Committee and advised that the presentation would cover two key areas viz. 'Reduce Crime' and 'Investigate Crime'. The Committee noted the statistical recording for North Hertfordshire as follows: Reduce Crime: All crime – a reduction of 9.1 per cent; Domestic Burglary – an increase of 4.9 per cent; Robbery Volume – an increase of 17.2 per cent; Vehicle Crime – an increase of 5.5 per cent; Violent Crime Volume – a reduction of 16.4 per cent. Investigate Crime: All Crime detections – an increase of 2.1 per cent; Domestic Burglary Detections – an increase of 2.4 per cent; Robbery Detections - an increase of 4.8 per cent; Vehicle Crime Detections – an increase of 1.8 per cent and Violent Crime Detections – a reduction of 0.6 per cent.

The Chief Superintendent acknowledged that the individual measurements in Reducing Crime had not met targets other than the excellent reduction in Violent Crime but the overall reduction in this category had been good at 9.1 per cent. Unfortunately overall Crime Detections had seen an increase of 2.1 per cent.

The Committee raised questions and comments concerning the validity of 'near neighbours', types of crime involving drugs and or weapons, identity theft, and anti social behaviour. In response the Chief Superintendent with input from the Chief Executive confirmed that the near neighbour classification was based on demography and size rather than adjacent authorities and that for example there was a very different crime pattern in the Stevenage area. The statistics were headline and there had been a 20 per cent decrease in gun crime in the last 12 months. Operation Crystal had targeted all aspects of drug related crime and there was now a lot more undercover work with less publicity. The reporting of identity theft lay with the financial institutions and would be investigated if reported to the police. Members had constant complaints about the reporting of anti – social behaviour and the perceived lack of police action and investigation. Councillors were requested to encourage members of the public to report all occurrences as a valuable source of intelligence which would lead to community safety was very important.

The Chairman queried whether the targets were achievable as individual results were not encouraging for Councillors or members of the public. In response the Chief Superintendent advised that not all crimes were solvable due to time, lack of witnesses, however the North Herts detection rates were some of the best in the UK.

In conclusion the Chief Superintendent welcomed both Councillors and NHDC staff to participate in the 'ride along scheme' with police officers.

**RESOLVED:** That the information provided by the Chief Superintendent be noted.

**29. THE AUDIT COMMISSION – DRAFT ANNUAL GOVERNANCE**

The Chairman advised that subject to the agreement of the Committee that an additional item (not listed on the agenda) be accepted for discussion and gave the following reason for urgency:

**Reason for Urgency:**

*The original intention was for the newly formed Audit and Risk Panel to receive the Audit Commission Draft Annual Governance report at a meeting to be held towards the end of September 2007.*

*The Audit Commission were unable to attend a meeting of the Audit and Risk Panel towards the end of September as presentations to other Local Authorities by the Audit Commission would take place at this time and this document must be reviewed and if necessary amended before 28 September 2007.*

*Accordingly, the Audit Commission had requested that this draft report should be presented to PARC at its meeting held on 13 September 2007 for review and possible amendment before the end of September 2007.*

The Audit Commission Relationship Manager (RM) thanked the Chairman for the opportunity to address the Committee and confirmed that this draft Annual Governance report was the second report presented to PARC for consideration of matters raised in the report prior to approval of the NHDC financial statements, approval of the representation letter by the PARC Chairman and Chief Executive on behalf of NHDC and consider any amendments that might be necessary. The RM confirmed that the audit work had been in line with the programme presented to PARC on 22 June 2006 (Minute 20 refers) and as detailed at Appendix 3.

The Committee noted the key messages in the draft report including the unqualified audit opinion as presented in draft at Appendix 4. The RM referred the Committee to the statement concerning cash flow and that the unreconciled difference had been set at £2000. With regard to the NHDC internal audit the RM advised that the Internal Audit Terms of Reference should be updated to comply with the CIPFA Code of Practice 2006 and that external consultants must complete a declaration of interest to secure independence. The RM was pleased to advise the Committee that the AC would make an unqualified conclusion on the Use of Resources at NHDC (Appendix 4) and that Value for Money (Appendix 7) had been rated at Adequate for all 12 items of measurement.

The Committee (as at previous meetings of PARC) again queried the Audit Fee with particular reference to grants certification – which had doubled – and noted that the Audit Commission would be seeking ways in discussion with officers to reduce the fee.

**RESOLVED:** That the information provided be noted.

## **29. ANNUAL AUDIT LETTER ACTION PLAN**

The Head of Policy, Performance and Partnerships (HPPP) referred the Committee to the Annual Audit Letter report 2007 presented to PARC at the meeting held on 19 April 2007 (Minute 109 refers) and confirmed that since that meeting a number of inspection reports had been received from District Audit e.g. Use of Resources, E Government, Data Quality, Direction of Travel and Performance Management.

The HPPP next referred the Committee to Appendix A – Annual Audit Letter Improvement Plan 2007- 2008 which included actions in response to the Annual Audit Letter and subsequent inspection reports.

The Committee noted that elements of the Improvement Plan would be integral to the Service Improvement Plan that in turn would develop from the Efficiency Fundamental Service Review. The HPPP advised the Committee that other actions would be incorporated into the annual revision of the Corporate Plan and individual service plans to form a continuous improvement strand and consequently improve services, enhance value for money and efficiency.

The HPPP concluded the presentation by proposing that the action plan developed from the inspection reports should be included in the annual 'refresh' of the Corporate Plan and progress reported to PARC on a quarterly basis.

**RESOLVED:**

- (1) That the contents of the Annual Audit Letter Improvement Plan for 2007-2008 as presented at Appendix A be noted;
- (2) That the work underway to deliver improvements identified in the Annual Audit Letter be noted;
- (3) That the reporting of progress against the Action Plan to PARC at four meetings per annum be agreed.

**REASON FOR DECISIONS:**

To ensure that PARC are regularly updated on progress against the Action Plan and that the Action Plan will deliver the improvements required by the Audit Commission and delivered as part of and integral to other plans and actions proposed by NHDC which would ensure an effective use of resources and performance management.

**30. THE CORPORATE PLAN – FIRST QUARTERLY MONITORING**

The Head of Policy, Performance and Partnerships (HPPP) confirmed that this was the first quarterly monitoring report of the Corporate Plan in the financial year 2007 – 2008 for the period April to June 2007, with the next quarterly report presented to PARC at its meeting to be held on 22 November 2007.

The HPPP reminded the Committee that The Corporate Plan was this authority's highest level strategic document that set out the ambitions and aspirations up to 2015, and advised that not all activities undertaken by NHDC were included in The Corporate Plan as the document was strategically reliant to the 12 service plans prepared by Heads of Service in turn linked to the 32 overarching strategic actions of The Corporate Plan (Appendix A).

Whilst noting the progress against actions and progress against related activities at Paragraphs 4.3 and 4.4 the Committee were aware of the eight actions and related activities behind schedule as presented at Paragraph 4.6. The HPPP confirmed that of the 16 actions and related activities due for completion by 30 June 2007: 10 were completed on time, 2 were completed ahead of schedule and 4 were not completed during the monitoring period (Appendix A). Of the data concerning 24 'Measures of Success' 4 had met target, 3 had not met target, 2 were pending and 15 were not applicable and the HPPP referred the Committee to Appendix B for more details of progress.

**RESOLVED:**

- (1) That the progress of The Corporate Plan from April 2007 to June 2007 be noted;
- (2) That the areas of under-achievement and the good progress be noted;
- (3) That the creation of a new Community Safety Strategy be removed from the Corporate Plan as per the requirements placed on the Crime and Disorder Reduction Partnerships by the Home Office.

**REASONS FOR DECISIONS:** The recommendations made at Paragraph 9 were made in accordance with the declared policy of North Hertfordshire District Council.

**31. DRAFT ORGANISATIONAL DEVELOPMENT STRATEGY**

The Strategic Director of Customer Services (DCS) described Organisational Development as 'A process by which an organisation optimises its performance' and that NHDC faced significant organisational changes in the years ahead as the shape and function of local authorities evolved especially in the financial context. The DCS stressed that the Council had used the Investors in People re-accreditation process as a tool in order to focus on a transformational change through all staff.

The DCS reminded the Committee that an Organisational Development Team (ODT) had been set up in Spring 2005 following the completion of the major organisational restructuring approved by Cabinet at its meeting held on 17 May 2007 (Minute 16 refers). The Committee noted the 7 main initiatives that would be followed by the ODT: 1. Organisational and Leadership Development, 2. Organisational Governance arrangements, 3. Restructuring, enforcement and management support units, 4. Service migration to the Customer Service Centre, 5. Flexible working including home working, 6. NHDC office accommodation and 7. Improvement activity and the DCS provided a detailed summary of progress on each initiative.

The DCS confirmed that this Organisational Development as described in the seven initiatives listed above was an ongoing process of improvement activity and that it was very important that NHDC had clear and measurable objectives that would ensure that investment would produce anticipated benefits and tie together many types of activity.

Consequently the DCS proposed and it was agreed that all objectives should be placed into an overall project plan containing a programme for the objectives, milestones and outputs including other indicators of success as presented at Appendix 1.

The DCS advised the Committee that he prepared a monthly update on Organisational Development Management/Strategy for inclusion in Members Information Service and that Organisational Development Strategy was in the forward plan of Key Decisions.

**RESOLVED:**

- (1) That the contents of the report be noted;
- (2) That the approach to Organisational Development Strategy as detailed at Paragraph 3 to the report be agreed;
- (3) That the Strategic Director of Customer Services and the Portfolio Holder for Policy be requested to make arrangements for a Members workshop to discuss and promote a managerial and political interface for the Organisational Development Strategy.

**RECOMMENDED TO CABINET**

- (1) That the Organisational Development Strategy be adopted;
- (2) That following adoption of the Strategy the Corporate Management Team should develop a detailed Action Plan for endorsement and subsequent presentation to a future meeting of the Performance, Audit and Review Committee.

**REASON FOR DECISIONS:**

The Organisational Development Strategy will actively manage development activity which in turn would demonstrate achievement of the 'Satisfied' Strategic Directive.

**32. FUNDAMENTAL SERVICE REVIEW – EFFICIENCY – INTERIM REPORT (SERVICE AND FINANCIAL PLANNING)**

The Strategic Director of Customer Services (DCS) advised the Committee that this interim report the result of initial FSR enquiries and recent District Audit reports was presented to PARC in order to consider any adjustments to the Service and Financial planning cycle.

The DCS reminded the Committee that the terms of reference for the Efficiency FSR had been set at the meeting of PARC on 22 March 2007 (Minute refers) and the FSR group had met on five occasions up to 18 July and sought to develop a clear recommendation on the overall composition of the Service and Financial Planning programme as presented at Figure 1 and prepare a forward action plan which would in turn require further exploration by the NHDC Corporate Management Team.

The DCS provided a summary of activities by the FSR group concerning *inter alia* District Audit Letter and reports for 2006/2007; Budget Strategy; Service and Financial Planning; Budget setting; The Corporate Plan; Performance Management and Corporate Planning Process.

The DCS advised the Committee that the main outcome to date from the deliberations of the FSR review team was the linkages between the Corporate Plan and the complete corporate business planning cycle. It was noted that over time the Service and Financial Planning process had preceded the production of the first Corporate Plan and accordingly the FSR review team had proposed that a draft of the Corporate Plan, using the approved scoring methodology should be produced in draft during June or July each year and therefore in advance of the budget strategy and medium term financial strategy. Following this new procedure would allow a final version of the Corporate Plan to be agreed by December each year and thus be the prime source of the statutory Best Value Performance Plan.

Following discussion on the presentation of the report the DCS agreed to present Figures 1 and 2 in a clearer format.

**RESOLVED:**

- (1) That the contents of the report be noted;
- (2) That Corporate Management Team be requested to produce a draft improvement plan which would consolidate proposed actions and ongoing actions for inclusion in the next issue of the Corporate Plan and the final FSR – Efficiency Service Improvement Plan.

**REASONS FOR DECISION:**

The recommendations made at Paragraph 8 were made in accordance with the declared policy of North Hertfordshire District Council.

**33. THE STRATEGIC SUPPORT SERVICES CONTRACT AND SERVICES@NORTH HERTS - UPDATE**

The Head of Information Technology and Transformation (HITT) advised the Committee that this was an updating report on the evolution of the Strategic Support Services Project into service@north-herts programme and management by the IT Transformation Board.

The HITT reminded the Committee that there had been seven major projects A to F plus *ad hoc* work and described current progress for each project:

**A. Infrastructure deployment** – Completed.

**B. Service integration** –

**To date:** First phase completed, upgrading of e-payments, Intranet went live in November 2005 and currently in refresh mode. The NHDC web site went live in May 2005 and the latest model had received Bobby, W3C, HTML and W3C CSS accreditation.

**Next:** More service areas will be integrated into the Customer Service Centre, e-Payments system will be developed more, re-launch of the Intranet, continued development of the Web Site, new procedure to allow benefit claims to be made on-line, and constant up loading of service department documents and current information to the Web Site.

**C. Customer, Property and Asset Index** –

**To date:** Preparatory work on the scope for the proposed outcomes and methodology had commenced.

**Next:** Due for completion this year.

**D. Document management** –

**To date:** This work by Anite was substantially complete and a go live date has yet to be determined due to further training and integration with Plantech procedures.

**Next:** Once document management was completed in Planning and Building Control the next service area would be Housing and Environmental Health, and all other Services to follow in a phased approach.

#### **E. IT effectiveness –**

**To date:** This project was ongoing and Anite had completed a proposal for the IT Team to move forward but more detail was required to achieve a strategic fit.

**Next:** This project will be under constant review.

#### **F. Mobile and home working –**

**To date:** This project had proceeded rapidly with mobile working well established in Revenues and Benefits service. Home working had commenced and some 60 staff were able to do office work in their own home.

**Next:** Mobile working will continue into 2008, next will be Planning and Building Control and Housing and Environmental Health following implementation of Document Management and evaluation of Environmental Services. Before home working commenced in new Service areas Anite would complete a review of implementation and experience with Revenues and Benefits.

#### **Ad Hoc –**

**To date:** Including to date a new Electoral Management system had been installed, consultancy work on the web site, the implementation of a new GIS system, and a number of Service Reviews for amplification of business processes.

**Next:** Remaining time will be for ongoing business process reviews, the completion of an integration programme which would join all new systems together and further work to implement the GIS system.

The HITT referred the Committee to the five projects currently managed through the IT Transformation Board i.e. Payroll, phase 2, GIS, phase 2, Asset Management, covert cameras and Government Matrix, and the following projects all subject to a business case approval i.e. Telephony, Members IT, Revenue and benefits upgrade, Meals service (to HCC in June 2007), Committee management and Caroline.

The HITT confirmed that to date this had overall been a successful project including skills transfer and a major step change for NHDC and its employees, there had been no major catastrophes. All projects were at green status although most sub projects had met expectations some had exceeded the objective by a considerable margin and for example the implementation of Citrix had been an NHDC initiative and not an Anite recommendation. Also, that this was a facilitation contract and not a service contract and NHDC had not always taken the Anite proposal for certain projects, although being tied to Anite had advantages in that Anite was a major 'brand'.

In response to an enquiry on the multiplication of data the HITT advised that the authority could not legally share data in-house and where possible members of the public would be asked to share data, for example fraud.

#### **RESOLVED:**

- (1) That the work completed to date be noted;
- (2) That the on-going programme of work be noted.

#### **REASONS FOR DECISION:**

- (1) To ensure that PARC and Members are informed on the progress of the change management programme;
- (2) To ensure the efficient management of staffing implications of the change management programme;
- (3) To ensure the delivery of resource efficiencies.

**34. THE 2006 BEST VALUE PERFORMANCE INDICATOR GENERAL SURVEY**

The Head of Communications and Public Relations (HCPR) referred the Committee to the two pages of information within Paragraph 4.1 and the performance of NHDC against nearest neighbour, Hertfordshire District, all English District Councils and all English Councils for eight Best Value Indicators. Against all England Councils NHDC was in the top quartile for four BV Indicators (BV89, BV90A, BV119A and BV119C), in the second quartile for two BV Indicators (BV3 and BV119E) and in the third quartile for BV Indicator BV4. The HCPR confirmed that analysis in this survey had included analysis by age sub group for all eight indicators: 18 -24, 25-44, 45 – 64, 65 years plus and as presented at Appendix 1.

The Committee were very pleased with the ranking of NHDC and accepted that the third quartile ranking for BV4 – Satisfaction with Complaint Handling would never have a high satisfaction and that there had been an improvement in the satisfaction of respondents to anti – social behaviour which mirrored the results for all English Councils. The HCPR agreed that was scope for improvement with BV4 and that the next postal survey would use a different methodology.

The Committee noted and agreed the Action Plan attached at Appendix 2 for the 2006 BVPI General Survey which particularly addressed the problems of complaint handling, information provision and communication with the residents of North Hertfordshire. The Chairman proposed and it was agreed that a vote of thanks to all officers concerned with the BV General survey should be resolved.

**RESOLVED:**

- (1) That the Action Plan as presented at Appendix 2 be agreed;
- (2) That the Head of Communications and Public Relations be requested to prepare a press release that would emphasise the excellent results of the survey;
- (3) That the Strategic Director of Customer Services be requested to convey a vote of thanks to all staff involved in the excellent service to customers as indicated in the survey.

**REASONS FOR DECISION:**

- (1) To ensure the continuing resident involvement in the consultation process;
- (2) To ensure an active response to 'Listening to and delivering for our communities' Strategic Objective.

**35. STAFF SURVEY ACTION PLAN - UPDATE**

The Head of Human Resources (HHR) referred the Committee to Appendix A which listed progress in the last 12 months against the Staff Satisfaction Action Plan as agreed by PARC at its meeting held on 7 September 2006 (Minute 49 refers). The HHR confirmed that this action plan was prepared following the 2005 Staff Survey and that The People Strategy for 2005-2008 included the provision for another Staff Satisfaction Survey in December 2007.

The Committee noted that in order to maximise consistency from all survey results the questions in 2007 would use the majority of questions used in the 2003 and 2005 surveys.

The Committee reviewed progress against the 12 specific issues raised in the 2005 survey and the summary of key findings from the 2005 survey against the data for 2003 and 2000 which indicated increase in satisfaction against all questions.

In response to a question concerning the commitment from elected members about 'Putting People First Standards' the Strategic Director of Customer Services advised that whilst this was a valid question to put to staff the response would probably remain at a lower level owing to the lack of contact by Members with a very large number of staff.

The Chairman advised the Committee that there remained an open invitation for Members to visit the Customer Service Centre and sit next to staff receiving enquiries from members of the public either by telephone or personal visit.

**RESOLVED:** That progress on the Staff Survey Action Plan as presented at Appendix A be noted.

**REASONS FOR DECISION:**

To ensure the continued support of PARC for action planning which demonstrates the commitment of Members and officers to the Staff Survey process.

**36. PERFORMANCE MANAGEMENT INFORMATION – APRIL TO JUNE 2007**

The Performance Manager (PM) advised the Committee that this was the first performance information management report for 2007-2008 and was presented in a new format as per the criteria set at the meeting of PARC held on 22 March 2007 (Minute 98 refers). The PM confirmed that all performance information had been reviewed by the Heads of Service Group on 13 August 2007 and by the Corporate Management Team on 21 August 2007.

The data was presented into two parts – an introduction and Executive Summary at Appendix A and Supplementary Information at Appendix B and was intended to help the Committee and officers assimilate large quantities of data in order to determine where and how performance was or was not improving within this authority.

The PM reminded the Committee that there was now an automatic requirement for a Rescue Recovery Plan to be completed when an indicator registered at red status against a profiled target. The PM advised that there were seven Rescue Recovery Plans and the Committee reviewed each Plan as presented at Appendix C and noted that there were 10 performance indicators at amber status for this quarter. . The PM agreed to include in Appendix A the target for each indicator at the next presentation.

The Committee agreed that the presentation of the performance indicator information and the Rescue Recovery Plans was a major improvement. Within the recovery plans Members proposed that BV 12 should be split into short term and long term absence recording, that Option 3 should be agreed for LPI 8. The Head of Financial Services advised the Committee that improvement in the processing time for Housing and Council Tax (BV78a) remained a problem as the Government were constantly changing the format and software used to make such claims.

The PM proposed and it was agreed to remove two Local Performance Indicators – LPI 13a and LPI 13b - as the hot meals delivered by Meals on Wheels and frozen meals delivered by a service company were provided from 1 July 2007 by a Social Enterprise Organisation.

**RESOLVED:**

- (1) That the performance management information for the period April to June 2007 be noted;
- (2) That the Rescue Recovery Plans as presented at Appendix C be noted;
- (3) That the proposal to delete Local Performance Indicators LP 113a ' The total number of hot meals served to Meals on Wheels, hostels and in luncheon clubs' and LP 113b ' The total number of frozen meals delivered by Wiltshire Farm Foods' be agreed;

- (4) That the areas of under-achievement and good performance be noted;
- (5) That the Head of Policy, Partnerships and Performance be requested to include Performance Indicator targets at Appendix A with the next presentation to PARC;
- (6) That with regard to BVPI 12 'number of working days lost due to sickness absence' the Head of Policy, Partnerships and Performance be requested to consider the separation of long term and short term absence and subsequent reporting to PARC in 2008/2009;
- (7) That with regard to LPI 8 ' The percentage of other-risk food premises programmed for inspection in the monitoring period, which were actually inspected by the authority' the Head of Housing and Environmental Health be requested to implement Option 3 ' appointment of a temporary officer' as part of the Rescue Recovery plan for this performance indicator.

**REASONS FOR DECISION:** The recommendations contained within Paragraph 9 to the report had been made in accordance with the declared policy of North Hertfordshire District Council.

**37. DATA QUALITY POLICY**

The Performance Manager (PM) advised the Committee that the Audit Commission (AC) had in 2006-2007 reviewed the NHDC Data Quality arrangements through Key Lines of Enquiry. The AC concluded that the NHDC managements of data quality met only the minimum requirements in most areas. Elsewhere, the quality of performance management was satisfactory but corporate data quality could be improved. A subsequent document published by the AC 'standards for better quality data' in June 2007 had been used by the Performance Team in the preparation of the Data quality Policy as presented at Appendix A. The PM also referred the Committee to Appendix B – The Data Quality Policy Implementation Plan.

The Committee noted the information provided in the two appendices and the PM confirmed that should PARC agree the Data Quality Policy the next review of the effectiveness of the policy would be by the Corporate Governance Group and PARC in September 2008.

**RESOLVED:** That the contents of the Data Quality Policy as presented at Appendix A and the Data Quality Policy Implementation Plan as presented at Appendix B noted and agreed.

**REASONS FOR DECISION:** The recommendations contained in Paragraph 9 to the report had been made in accordance with the declared policy of North Hertfordshire District Council.

The meeting closed at 9.58 p.m.

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Chairman