

Public Document Pack

NORTH HERTFORDSHIRE DISTRICT COUNCIL

CABINET

TUESDAY, 22ND MARCH, 2022

SUPPLEMENTARY AGENDA

Please find attached supplementary papers relating to the above meeting, as follows:

Agenda No	Item
------------------	-------------

6.	<u>ITEMS REFERRED FROM OTHER COMMITTEES</u> (Pages 3 - 12)
----	---

One referral from the Hitchin Area Committee on 1 March 2022 is enclosed.

Any Items referred from other committees will be circulated as soon as they are available.

Please find enclosed three referrals from other Committees for inclusion at the Cabinet meeting on 22 March 2022.

This page is intentionally left blank

6b REFERRAL FROM OVERVIEW & SCRUTINY COMMITTEE – 15 MARCH 2022 – PERFORMANCE MANAGEMENT MEASURES 2022-2023

RECOMMENDED TO CABINET: To consider and formally approve the Council Delivery Plan and any associated targets, to be monitored throughout 2022/2023 by Overview and Scrutiny Committee.

REASON FOR DECISION: An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2022/23

The Controls, Risk and Performance Manager presented the report entitled 'Council Delivery Plan for 22-23' and advised of the following:

- This is the first version of the new report which sets out projects, risks and PIs in one. This report will also go to Finance, Audit and Risk Committee for comment.
- The report contains detail regarding how the report was put together, with input from Leadership Team and Executive Members.
- The projects are either detailed on the Council Plan 2022-27 or linked to the Council's planned priorities.
- Some further projects will be linked to statutory duties of the Council.
- Risks highlight where delivery of Council Plan, or associated projects, could be impacted and the Performance Indicators show how well targets are being achieved.
- As this is the first report of this structure, it is expected that the process and content may need to be adapted throughout the year, and both Overview and Scrutiny and Finance, Audit and Risk Committees will have the chance to comment on or suggest any changes.
- Performance Indicators have been cross referenced and matched where possible, but some will no longer be monitored in this report but rather by the service area, as detailed in Appendix B.
- The first progress report will be brought to Overview and Scrutiny Committee in September.

The following Members asked questions and took part in the debate:

- Councillor Claire Strong
- Councillor Tony Hunter
- Councillor David Levett

In response to questions and comments, the Controls, Risk and Performance Manager advised:

- The Town Centre Strategies project detailed was part of the Regulatory directorate, but was unsure of information and scope given to the consultants. This would be looked into further and reported back to Members.
- The Town Centre Strategy project had been put together alongside Executive Members, so they should be aware of this, but would look to provide further detail at a future Overview and Scrutiny Committee meeting.
- The projects were fixed but the risks and mitigations may change as the projects advance and confirmed that the report would show the correct position at that moment in time.

Councillor Tony Hunter requested that information be provided to the Committee on the Royston Town Hall Annexe project, as it had previously been reported to the Committee that the third party was no longer interested.

Councillor David Levett suggested that it may be useful to include in the report which directorate is responsible for the project.

Councillor Claire Strong proposed and Councillor Jim McNally seconded and, following a vote, it was:

RECOMMENDED TO CABINET: To consider and formally approve the Council Delivery Plan and any associated targets, to be monitored throughout 2022/2023 by Overview and Scrutiny Committee.

REASON FOR DECISION: An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2022/23

The report to the Committee can be found under Item 13 here: [\(Public Pack\)Agenda Document for Overview and Scrutiny Committee, 15/03/2022 19:30 \(north-herts.gov.uk\)](#)

FINANCE, AUDIT AND RISK COMMITTEE – 16 MARCH 2022 – COUNCIL DELIVERY PLAN

RECOMMENDED TO CABINET: That Cabinet considers and formally approves the Council Delivery Plan and any associated targets, to be monitored throughout 2022/23 by Overview and Scrutiny Committee.

REASON FOR RECOMMENDATION: An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2022/23.

The Service Director – Resources presented the report entitled Council Delivery Plan for 22-23 along with Appendix A – Council Delivery Plan 22-23 and Appendix B – List of Risks and PIs not reported for 22-23, and highlighted the following:

- This Plan had been discussed by Overview and Scrutiny last night. This is an opportunity for the Members of the FAR Committee to comment due to the Plan's link to risk;
- Appendix A is the proposed Council Delivery Plan with all various projects and risks included;
- Appendix B is the list of risks and PIs that have been previously reported by FAR and Overview & Scrutiny that will not be reported;
- Cyber Risks is a notable Corporate Risk, doesn't really fit into the Council Delivery Plan but is still a risk to the Council as the indirect potential implications are significant;
- FAR's role in this Plan will be to look at the way risk is managed and the process for this.

Following a vote it was:

RECOMMENDED TO CABINET: That Cabinet considers and formally approves the Council Delivery Plan and any associated targets, to be monitored throughout 2022/23 by Overview and Scrutiny Committee.

REASON FOR RECOMMENDATION: An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2022/23.

The report to Finance, Audit and Risk can be found here under Item 18 here: [Agenda for Finance, Audit and Risk Committee on Wednesday, 16th March, 2022, 7.30 pm - North Herts Council \(north-herts.gov.uk\)](#)

This page is intentionally left blank

**6c REFERRAL FROM OVERVIEW AND SCRUTINY COMMITTEE – 15 MARCH 2022 –
SHARED WASTE SERVICE GOVERNANCE**

RECOMMENDED TO CABINET:

- (1) To agree to the new overarching aim of the shared services and principles outlined in 8.10 and 8.12.
- (2) To endorse the formation of a joint cross party working group. The terms of reference for which are outlined in Appendix A and the outline work programme described in 8.19.
- (3) To agree to explore the future options for governance of the Shared Waste Service, including consideration of a joint committee consisting of representation by both East Herts Council and North Herts District Council.
- (4) To establish the Joint Cross Party Working Group prior to the start of the new contract negotiations.
- (5) To ensure that relevant Governance and scrutiny processes are in place prior to the start of the new contract negotiations.

REASONS FOR RECOMMENDATIONS:

- (1) Waste services are one of the largest services provided to residents in both Councils, a “one service” approach promotes resilience and flexibility ensuring residents and customers receive a high-quality service. The recommendations are being made to enable the further alignment of services, through joint decision making, and consequently the long term efficient and optimal management of the services.
- (2) A new aligned governance structure would promote a unified, stable and long-term strategic vision for the shared service and ensures:
 - a service that is agile and responsive to changes
 - reduction in customer confusion
 - better engagement/ use of skills/talent and retention of staff and therefore service delivered to customers
 - continuous improvement within the services
 - improved resource visibility and flexibility
 - aligned timeframes and increased speed for decision making
 - greater consistency and stability leading to greater interest and competitiveness from the market.
- (3) To identify areas where there may be difficulties or issues faced with the merging of the services in East and North Herts.

Councillor Amy Allen, Executive Member for Recycling and Waste Management, presented the report entitled ‘Shared Waste Service Governance’ and advised of the following:

- The report detailed the aims and principles of the new service, recommends that a cross party joint working group with East Herts Council and recommends that alternative governance arrangements be explored.
- Legislative changes were expected in the coming years and it was prudent to look at the services and prepare these for the future.

The following Members asked questions and took part in the debate:

- Councillor Tony Hunter
- Councillor David Levett
- Councillor Claire Strong

In response to questions the Service Director – Place advised:

- This is to begin looking at how a Joint Waste Committee could be established and to consider governance possibilities in principle.
- It was expected that a Joint Waste Committee would be set up in the future, but at this stage a working group would be set up alongside East Herts Council to look at where services differ and explore ways to align services.
- It was expected that there would be work carried out over the summer, with a hope to report back to both Cabinets by late 2022.
- By establishing a working group to look at future service design options, it would allow Officers to develop business plans and put actions in place to align services. There may be some areas where transitional alignment would be needed after the start of the contract, but getting agreement on alignment of most areas ahead of time would ensure that the Councils were in a more competitive position when it came to contract renewal.
- The main change to the shared objectives was the inclusion of green credentials.
- It was not expected that the aligning of the two Council's services would be easy and that was why the work would need to start now to be as prepared as possible at contract renewal.

Councillor Kate Aspinwall commented that it was positive to see this report and the beginning of looking at the waste service in a more holistic way. From the outset, there would need to be clear scrutiny and governance details in place and that this should be as formal as possible.

Councillor Tony Hunter commented that the issues needed to be fixed at this stage, not in three years' time when contract expires. Both parties and the service provider should work at this stage to remove inefficiencies in the service, which would benefit all involved.

Councillor Claire Strong noted that there was a list included of areas where services are not currently aligned, but there are far more in reality than listed in the summary.

Councillor David Levett noted that although the original aim of the joint contract was financial, a large part of this was so that services could be offered by pooling resources. He suggested that two further recommendations be added to ensure that the Joint Working Group was established and the framework for governance and scrutiny in place as soon as possible, but certainly prior to the start of the Shared Service.

The Executive Member for Recycling and Waste Management highlighted that this a huge task in itself and there should be a pragmatic approach to this as the service progresses and any further issues are identified. Within the Waste Service there are several things that are not controllable and therefore changes should be expected in line with these circumstances.

The Service Director – Place advised if, following the service design process, there are any changes which are feasible to implement prior to commencement of a new contract, then steps will be put in place to try to achieve this.

Councillor Levett highlighted that a Joint Working Group would identify areas where services cannot be aligned and these can be brought up much earlier and prevent issues occurring upon the start of the contract.

Councillor Aspinwall requested that Overview and Scrutiny Committee see the commercial arrangements, as this was not provided last time.

Councillor David Levett, as Chair, proposed and Councillor Kate Aspinwall seconded and, following a vote, it was:

RECOMMENDED TO CABINET:

- (1) To agree to the new overarching aim of the shared services and principles outlined in 8.10 and 8.12.
- (2) To endorse the formation of a joint cross party working group. The terms of reference for which are outlined in Appendix A and the outline work programme described in 8.19.
- (3) To agree to explore the future options for governance of the Shared Waste Service, including consideration of a joint committee consisting of representation by both East Herts Council and North Herts District Council.
- (4) To establish the Joint Cross Party Working Group prior to the start of the new contract negotiations.
- (5) To ensure that relevant Governance and scrutiny processes are in place prior to the start of the new contract negotiations.

REASONS FOR RECOMMENDATIONS:

- (1) Waste services are one of the largest services provided to residents in both Councils, a “one service” approach promotes resilience and flexibility ensuring residents and customers receive a high-quality service. The recommendations are being made to enable the further alignment of services, through joint decision making, and consequently the long term efficient and optimal management of the services.
- (2) A new aligned governance structure would promote a unified, stable and long-term strategic vision for the shared service and ensures:
 - a service that is agile and responsive to changes
 - reduction in customer confusion
 - better engagement/ use of skills/talent and retention of staff and therefore service delivered to customers
 - continuous improvement within the services
 - improved resource visibility and flexibility
 - aligned timeframes and increased speed for decision making
 - greater consistency and stability leading to greater interest and competitiveness from the market.
- (3) To identify areas where there may be difficulties or issues faced with the merging of the services in East and North Herts.

The report to the Committee can be found under Item 14 here: [\(Public Pack\)Agenda Document for Overview and Scrutiny Committee, 15/03/2022 19:30 \(north-herts.gov.uk\)](#)

This page is intentionally left blank

6d REFERRAL FROM OVERVIEW & SCRUTINY COMMITTEE – 15 MARCH 2022 – GREENSPACE MANAGEMENT STRATEGY 2022-27

RECOMMEND TO CABINET:

- (1) Adopt the Vision, Objectives and Aims for managing Greenspace as detailed at 7.4 below.
- (2) Review and adopt the Greenspace Management Strategy 2022-27 at Appendix A.
- (3) Agree the delegation for creating an Action Plan arising from the GSMS and an annual review of the Action Plan to the Greenspace Manager in consultation with the Executive Member for Environment and Leisure and the Service Director - Place.

REASONS FOR RECOMMENDATIONS:

- (1) These recommendations are put forward to ensure there is an ongoing proactive and pragmatic approach for the future management and maintenance of Greenspace within North Herts for the period April 2022 – March 2027.
- (2) Additionally, the GSMS 2022 – 2027 provides the strategic link between the previous Greenspace strategies and the future demands placed upon North Herts District Council, specifically; managing the environment and biodiversity, finance and planning while delivering high quality greenspace services to our existing and newly developed infrastructure.

Councillor Steve Jarvis, Executive Member for Environment and Leisure, presented the report entitled 'Greenspace Management Strategy 2022-27' and advised of the following:

- The strategy detailed in the report is about understanding how to make best use of green spaces for leisure and the environment.
- This strategy increased the emphasis on the environmental contribution of the green spaces in the district, whilst continuing to provide a community facility.
- Detail was provided of how areas would be renewed and maintained, with a move to an annual assessment instead of 5-year planning.
- The new green spaces outlined in the proposed Local Plan would be maintained by NHDC under this strategy, so long as developers are willing to make a financial contribution.
- This strategy has been developed in line with Climate Change Strategy, proposed Local Plan and Biodiversity Strategy, amongst other Council strategies.
- Extensive public consultation had taken place, which received a good number of responses. Some of the comments were related to the Green Belt land, rather than the Greenspaces in the district.
- Litter has been a constant challenge and publicity campaigns around this had taken place and would continue.
- This is a strategy to delivery Greenspaces across the district, with good facilities for the community and contribute to environmental objectives of the Council, within financial constraints.

Councillor Tony Hunter noted that the recommendation 2.1 outlined that the Vision, Objectives and Aims of the were detailed in 7.5 of the report, but this should be point 7.4 of the report.

The following Members asked questions and took part in the debate:

- Councillor Tony Hunter
- Councillor David Levett
- Councillor Claire Strong

In response to questions the Executive Member for Environment and Leisure advised that the Ranger position at Howard Park, Letchworth was not part of this strategy, but was a decision taken in the summer of 2021. While the Ranger had formed good relationships with the users of the park, the position was not central to the management or security of the park and there was not a Ranger position at any other park in the district. Whilst this was regrettable, the work can be amalgamated into other roles at the Council, with no impact on the users of Howard Park.

The Service Manager – Greenspace advised the Ranger had an element of audience development within the job description, but this was extended by the person in the position to cover areas within their own interest and beyond the job description.

Councillor David Levett, as Chair, proposed and Councillor Mike Hughson seconded and, following a vote, it was:

RECOMMEND TO CABINET:

- (1) Adopt the Vision, Objectives and Aims for managing Greenspace as detailed at 7.4 below.
- (2) Review and adopt the Greenspace Management Strategy 2022-27 at Appendix A.
- (3) Agree the delegation for creating an Action Plan arising from the GSMS and an annual review of the Action Plan to the Greenspace Manager in consultation with the Executive Member for Environment and Leisure and the Service Director - Place.

REASONS FOR RECOMMENDATIONS:

- (1) These recommendations are put forward to ensure there is an ongoing proactive and pragmatic approach for the future management and maintenance of Greenspace within North Herts for the period April 2022 – March 2027.
- (2) Additionally, the GSMS 2022 – 2027 provides the strategic link between the previous Greenspace strategies and the future demands placed upon North Herts District Council, specifically; managing the environment and biodiversity, finance and planning while delivering high quality greenspace services to our existing and newly developed infrastructure.

The report to the Committee can be found under Item 15 here: [\(Public Pack\)Agenda Document for Overview and Scrutiny Committee, 15/03/2022 19:30 \(north-herts.gov.uk\)](#)