

NORTH HERTFORDSHIRE DISTRICT COUNCIL



26 February 2021

Our Ref O&S/09.03.21
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To: Members of the Committee: Councillors David Levett (Chair), Kate Aspinwall (Vice-Chair), Val Bryant, Sam Collins, Terry Hone, Tony Hunter, Jim McNally, Lisa Nash, Sue Ngwala, Adem Ruggiero-Cakir, Claire Strong and Tom Tyson

Substitutes: Councillors Clare Billing, Ruth Brown, Bill Davidson, Morgan Derbyshire, Gerald Morris, Sam North and Helen Oliver

NOTICE IS HEREBY GIVEN OF A

MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

to be held as a

VIRTUAL MEETING

On

TUESDAY, 9TH MARCH, 2021 AT 7.30 PM

Yours sincerely,

Jeanette Thompson
Service Director – Legal and Community

****MEMBERS PLEASE ENSURE THAT YOU DOWNLOAD ALL AGENDAS AND REPORTS VIA THE MOD.GOV APPLICATION ON YOUR TABLET BEFORE ATTENDING THE MEETING****

Agenda **Part I**

Item	Page
1. WELCOME AND REMOTE/PARTLY REMOTE MEETINGS PROTOCOL SUMMARY Members are requested to ensure that they are familiar with the attached summary of the Remote/Partly Remote Meetings Protocol. The full Remote/Partly Remote Meetings Protocol has been published and is available here: https://www.north-herts.gov.uk/home/council-and-democracy/council-and-committee-meetings .	(Pages 5 - 6)
2. APOLOGIES FOR ABSENCE Members are required to notify any substitutions by midday on the day of the meeting. Late substitutions will not be accepted and Members attending as a substitute without having given the due notice will not be able to take part in the meeting.	
3. MINUTES - 19 JANUARY 2021 To take as read and approve as a true record the minutes of the meeting of the Committee held on the 19 th January 2021.	(Pages 7 - 16)
4. NOTIFICATION OF OTHER BUSINESS Members should notify the Chair of other business which they wish to be discussed at the end of either Part I or Part II 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 Chair will decide whether any item(s) raised will be considered.	
5. CHAIR'S ANNOUNCEMENTS Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chair of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wishing to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
6. PUBLIC PARTICIPATION To receive petitions, comments and questions from the public.	

- 7. URGENT AND GENERAL EXCEPTION ITEMS**
The Chair to report on any urgent or general exception items which required their agreement. At the time of printing the agenda, the Chair had not agreed any urgent or general exception items.
- 8. CALLED-IN ITEMS**
To consider any matters referred to the Committee for a decision in relation to a call-in of decision. At the time of printing the agenda, no items of business had been called-in.
- 9. RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER 17 - 20)

To consider the outcome of Overview and Scrutiny Committee resolutions.
- 10. OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME** (Pages
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER 21 - 36)

To consider the issues that the Overview and Scrutiny Committee plans to review at future meetings and the activities of its sub-groups.
- 11. ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages
2020/2021 37 - 46)
REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY
COMMITTEE 2020/21

To consider and comment on the Annual Report of the Overview and Scrutiny Committee 2020/2021 prior to consideration by Council.
- 12. UPDATE ON CORPORATE PEER CHALLENGE ACTION PLAN** (Pages
REPORT OF THE MANAGING DIRECTOR 47 - 80)

To consider progress made regarding the Corporate Peer Challenge Review Recommendations.
- 13. LOCAL PLAN IMPLEMENTATION** (Pages
REPORT OF THE SERVICE DIRECTOR – REGULATORY 81 - 106)

To consider the recommendations for a revised programme of work to support the implementation of the new Local Plan prior to consideration by Cabinet.
- 14. QUARTER 3 2020/21 PERFORMANCE AGAINST PERFORMANCE** (Pages
INDICATORS 107 -
REPORT OF THE SERVICE DIRECTOR – RESOURCES 120)

To consider the Quarter 3 2020/21 update on performance against Pls.
- 15. NEW YEAR PERFORMANCE INDICATORS TO BE MONITORED IN** (Pages
2021/22 121 -
REPORT OF THE SERVICE DIRECTOR – RESOURCES 128)

Proposals for performance indicators to be monitored for the year 2021/2.

- 16. 3RD QUARTER MONITORING REPORT ON KEY PROJECTS FOR 2020/21** (Pages 129 - 144)
 REPORT OF THE CONTROLS, RISK AND PERFORMANCE MANAGER
- To consider the quarterly update on progress of key projects to support delivery of the Council Plan 2020-24.
- 17. NEW YEAR REPORT ON PROJECTS TO BE MONITORED FOR 2021/22** (Pages 145 - 152)
 REPORT OF THE SERVICE DIRECTOR - RESOURCES
- To consider a report on Projects to support the Council Plan to be monitored in 2021/22.
- 18. UPDATE OF THE COMMERCIAL DIRECTORATE'S PROGRESS AND FUTURE WORK PROGRAMME - PART I** (Pages 153 - 160)
 REPORT OF THE SERVICE DIRECTOR – COMMERCIAL
- To provide the Committee with an update on the progress of the Commercial Directorate and set out plans for the future work programme.
- 19. MEMBERS' QUESTIONS**
 To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.
- 20. EXCLUSION OF PRESS AND PUBLIC**
 To consider passing the following resolution:
- That under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting on the grounds that the following report will involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the said Act (as amended).
- 21. UPDATE OF THE COMMERCIAL DIRECTORATE'S PROGRESS AND FUTURE WORK PROGRAMME - PART II** 161 - 166
 REPORT OF THE SERVICE DIRECTOR – COMMERCIAL
- To provide the Committee with an update on the progress of the Commercial Directorate and set out plans for the future work programme.

REMOTE/PARTLY REMOTE MEETINGS PROTOCOL SUMMARY

A protocol regarding remote meetings has been devised as a result of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020 No.392 ('the Regulations') to provide guidance for the conduct of any remote meeting of the Council, and its various Committees and Sub-Committees, held under the provisions of the Regulations and subsequent changes to the Constitution.

The full Remote / Partly Remote Meetings Protocol has been published and is available to view on the Council's website via the following link: <https://www.north-herts.gov.uk/home/council-and-democracy/council-and-committee-meetings>

The Council's adopted Constitution will continue to apply to meetings of the Council and its various Committees and Sub-Committees. Where there is a conflict between the protocol and Constitution the Constitution takes precedence.

The protocol applies to this meeting. It outlines processes for conducting remote meetings. Some key points are highlighted here for guidance:

- Prior to the start of a meeting the Committee, Member and Scrutiny Officer/Manager ('The Officer') will confirm the meeting is being streamed live. They will confirm that they can see and hear all participating Members, Officers and/or members of the public at the start or upon reconvening a meeting.
- Any person attending the meeting remotely should join no later than 15 minutes prior to allow for technical checks. They should ensure that their name on screen appears in the agreed format, as indicated in the Protocol. They should mute their microphone when not speaking. Their background should be nondescript or virtual/blurred if possible. Headsets are recommended to reduce audio feedback.
- Remember to stay in view of the camera. While on camera everything you do is visible; please observe as far as possible the etiquette you would as if attending a meeting in person.
- Be careful to prevent exempt or confidential papers being seen within the video-feed. When a meeting is in private session there should be only those entitled to be present in the room. The live stream will continue with a holding card displayed.
- If a Member wishes to speak, they should use the raise hand function. Please wait to be invited by the Chair to address the meeting. The normal procedure rules with respect to debate and speaking times will apply as per the Constitution.
- If a Member has declared a Disclosable Pecuniary Interest and is required to leave the meeting during the consideration of an item, they will be placed in the waiting room. It is the responsibility of the Member in question to remind the Chair at the start of such item. The Officer will remind the Chair to return the Member as appropriate.
- Members will need to use the tools in the "Participants" function to vote: using a green tick to indicate 'for', a red cross to indicate 'against', or the "raise hand" tool to indicate an abstention. Where a Member has had to dial into the meeting by telephone, the Chair will ask for verbal confirmation as to how they wish to vote. Leave the vote in situ until told otherwise by either the Chair or Officer.
- The Officer will clearly state the result of the vote and the Chair will then move on.
- Details of how Members voted will not be kept or minuted unless a Recorded Vote is requested or an individual requests that their vote be recorded, although voting may be seen and/or heard on the video recording.
- If there are Part 2 (confidential) items Members will be invited to join a breakout room for these items. You must accept this invitation.
- Once Part 2 (confidential) discussions have concluded Members will need to leave the breakout room. Please do not leave the meeting.

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING HELD AS A VIRTUAL MEETING
ON TUESDAY, 19TH JANUARY, 2021 AT 7.30 PM**

MINUTES

Present: *Councillors: David Levett (Chair), Val Bryant, Terry Hone, Tony Hunter, Lisa Nash, Sue Ngwala, Adem Ruggiero-Cakir, Claire Strong, Tom Tyson and Claire Billing (substitute)*

In Attendance: *Councillor Martin Stears-Handscorn (Leader of the Council), Nurainatta Katevu (Legal Regulatory Team Manager), Rachel Cooper (Controls, Risk and Performance Manager), Rebecca Coates (Community Protection Manager), Hilary Dineen (Committee, Member and Scrutiny Manager) and Anna Gouveia (Committee, Member and Scrutiny Officer)*

Also Present: *Councillor Ian Albert (Executive Member for Finance and IT) and at the commencement of the meeting approximately 3 members of the public, including registered speakers.*

67 WELCOME AND REMOTE/PARTLY REMOTE MEETINGS PROTOCOL SUMMARY

Audio recording – 10 seconds

The Chair welcomed everyone to this Overview and Scrutiny Committee meeting that was being conducted with Members and Officers at various locations, communicating via audio/video and online. There was also the opportunity for the public and press to listen to and view proceedings.

The Chair invited the Committee, Member and Scrutiny Officer to explain how proceedings would work and to confirm that Members and Officers were in attendance.

The Committee, Member and Scrutiny Officer undertook a roll call to ensure that all Members, Officers and registered speakers could hear and be heard and gave advice regarding the following:

Extracts from the Remote/Partly Remote Meetings Protocol were included with the agenda and the full version was available on the Council's website which included information regarding:

- Live Streaming;
- Noise Interference;
- Rules of Debate;
- Voting; and
- Part 2 Items

Members were requested to ensure that they were familiar with the Protocol.

The Chair of the Overview and Scrutiny Committee, Councillor David Levett started the meeting proper.

68 APOLOGIES FOR ABSENCE

Audio recording – 3 minutes 15 seconds

Apologies for absence were received from Councillors Kate Aspinwall and Jim McNally.

Having given due notice, Councillor Clare Billing advised that she would be substituting for Councillor Kate Aspinwall.

69 MINUTES - 21 JANUARY 2020 TO 8 DECEMBER 2020

Audio Recording – 3 minutes 35 seconds

Councillor David Levett advised that since the beginning of March, when NHDC started to hold meetings remotely, it had not been possible to approve Minutes of meetings. Minutes could now be approved with the electronic signature of the Chair being applied following approval.

There were 5 sets of Minutes to agree:

- 21 January 2020;
- 16 June 2020;
- 14 July 2020;
- 8 September 2020;
- 8 December 2020.

Councillors Terry Hone and Tom Tyson advised that they had given their apologies for the meeting held on 8th December 2020 so could not vote on those minutes.

Councillor David Levett proposed and Councillor Lisa Nash seconded, and it was:

RESOLVED:

- (1) That the Minutes of the Meetings of the Committee held on 21 January 2020, 16 June 2020, 14 July 2020, 8 September 2020 and 8 December 2020 be approved as a true record of the proceedings and be signed by the Chair;
- (2) That, with the authorisation of the Chair, his electronic signature and initials be attached to the Minutes approved in (1) above.

70 NOTIFICATION OF OTHER BUSINESS

Audio recording – 6 minutes 27 seconds

There was no other business notified.

71 CHAIR'S ANNOUNCEMENTS

Audio recording – 6 minutes 33 seconds

- (1) The Chair welcomed those present at the meeting, especially those who had attended to give a presentation;
- (2) The Chair advised that, in accordance with Council Policy, the meeting would be audio recorded as well as filmed. The audio recordings would be available to hear on Mod.gov and the film recording via the NHDC YouTube channel.

- (3) The Chair drew attention to the item on the agenda front pages regarding Declarations of Interest and reminded Members that, in line with the Code of Conduct, any Declarations of Interest needed to be declared immediately prior to the item in question.

72 PUBLIC PARTICIPATION

Audio recording – 7 minutes 1 second

The Chair welcomed the following participants to the meeting to present the annual Crime and Disorder Matters update:

- Former Chief Inspector Sally Phillips, Hertfordshire Constabulary;
- Chief Inspector Jon Roche, Hertfordshire Constabulary;
- Sarah Pateman, Chair of Survivors Against Domestic Abuse (SADA), Community Safety Manager, Stevenage Borough Council.

73 URGENT AND GENERAL EXCEPTION ITEMS

Audio recording – 1 hour 2 minutes 37 seconds

No urgent or general exception items were received.

74 CALLED-IN ITEMS

Audio recording – 1 hour 2 minutes 42 seconds

Since the last meeting, no decisions had been called-in by the Overview and Scrutiny Committee.

75 CRIME AND DISORDER MATTERS

Audio recording 7 minutes 36 seconds

The Community Protection Manager introduced the former North Herts Chief Inspector Sally Phillips, Chief Inspector Jon Roche and Sarah Pateman, Chair of SADA, to present on the matters discussed at the previous Committee meeting.

Chief Inspector Sally Phillips, Hertfordshire Constabulary thanked the Chair for the opportunity to address the Committee and provided Members with a verbal presentation in respect of Crime and Disorder Matters within North Hertfordshire including:

Policing during the pandemic

- Policing during the pandemic had been exceptionally challenging with the ever-changing situation of different tiers and lockdowns to police;
- At the start of the pandemic a dedicated operational command was set up across the force to ensure service delivery remained safe for public and staff;
- Dedicated patrols were set up in November to capture all the engagement and enforcement around Covid across each district;
- Last week alone, 780 reports of Covid breaches were received;
- Covid-related anti-social behaviour was dealt with positively, using the 4 Es process (Engage, Explain, Encourage, Enforce);
- Reports of suspicious activity, e.g. drug dealing, had increased as people had the opportunity to see more as they were working from home.

Crime statistics for 2020

- Drug supply and related serious violent crime remained a threat;
- The end of 2020 saw a 4.1% decrease of all crime in North Herts which was one of the highest performing CSPs in the county;
- The impact of Covid could be seen in the decrease in all crime across North Herts which was currently 17.4%, equating to around 1000 less crimes;
- Demand in complex areas of vulnerability and mental health had increased;
- North Herts had continued to see an increase in positive outcomes. This stood at 3.8% for traditional crime which was significantly above the force average;
- The Scorpion Team and Local Crime Unit had focused on robust investigation of County Lines drug supply and related violence and weapons resulting in positive outcomes and criminal justice outcomes through the Courts;
- They had also been working with counterparts in the Serious and Organised Crime team identifying organised crime groups and disrupting their behaviour, and carrying out preventative and protection work with the community to make North Herts a hostile place for that type of criminal activity to occur;
- The pandemic had disrupted some youth-related anti-social behaviour in Letchworth and Royston but preventative work was ongoing to ensure these areas did not become hotspots again.

Domestic Abuse during the pandemic

- The national increase in domestic abuse during the pandemic had been reflected locally;
- Each month had seen a consistent increase in domestic abuse during the pandemic: September had seen the highest increase of 15.4%, December had an increase of 4.7%, and July had seen a slight decrease in comparison with the previous year;
- Although domestic abuse had increased during the pandemic it was encouraging that people felt confident to report it;
- North Herts had one of the highest outcome rates within the county for domestic abuse;
- Part of the Community Safety Action Plan was to deliver the best possible response when domestic abuse had been reported;
- The J9 initiative was being used working with community partners to support survivors of domestic abuse;
- Virtual training focusing on 'Voice of the Child' had been delivered remotely;
- A new instant victim referral app, We Protect, was being trialled in a number of CSPs in the south of the county and would be rolled out across the force to aid early intervention;
- A victim service scheme was being piloted which was focused around medium risk victims, engaging with them, providing better signposting, and putting safeguarding in place;
- Perpetrator programmes were also being developed as part of an holistic approach.

Chief Inspector Phillips advised that, after two years of working at North Herts, she would be handing over to Chief Inspector Jon Roche as her successor.

The following Members asked questions:

- Councillor David Levett;
- Councillor Claire Strong;
- Councillor Terry Hone.

Chief Inspector Phillips and Chief Inspector Roche responded to Members' questions as follows:

- The Police were actively managing car and motorcycle meets and vehicle anti-social behaviour in liaison with roads policing colleagues;

- Members of the community were encouraged to report any instances of car/motorcycle meets and anti-social driving so that the Police could assess these for Covid breaches and other offences;
- The majority of vehicle crime reported was unfortunately due to cars being left unlocked, this was especially common in rural areas. This was being addressed by messaging going out to remind people to lock their cars;
- The Police were aware of professional motor vehicle thieves who occasionally came to North Herts to do a spate of opportunistic crimes, but then not return for a couple of months;
- The recent spate of vehicle crime in Whitwell was under investigation and there was good intelligence on the potential perpetrator;
- Regarding the loss of police records reported in the media, the force was awaiting notification of the precise nature of the loss from the Home Office and data would be fed back into the system where possible to rectify the issue.

The Chair thanked Chief Inspectors Phillips and Roche for their presentation.

Sarah Pateman, Survivors Against Domestic Abuse (SADA), thanked the Chair for the opportunity to address the Committee and provided Members with a PowerPoint presentation in respect of the work carried out by SADA and the support provided to survivors of domestic abuse during the pandemic.

Ms Pateman included the following information in her presentation:

- Tania Stokes, Domestic Abuse Liaison Officer was not present but thanks were conveyed to her for the important work she did to support the service;
- SADA was now launched in five areas across Hertfordshire;
- North Hertfordshire was thanked for its support which had enabled the service to expand within the county;
- The service had been publicised in the media and on social media;
- White Ribbon accreditation had been obtained for the second year running;
- Christmas gifts, trees, decorations and food parcels had been given out and a Virtual Christmas Grotto set up to enable the children to meet Father Christmas;
- The Modern Slavery Service had been enhanced;
- Safe space provision had been expanded from 2 to 20 properties;
- SADA's book Survivor Stories had been published on Amazon;
- SADA had been working closely with partners such as Letchworth Foodbank;
- Funding had been received from North Herts District Council (£20,000), Ministry of Housing (£82,000), and Letchworth Heritage Fund (£5,600);
- Types of support during the first lockdown period included: security provided to help people remain in their homes, video doorbells, legal advice; refuge; move-on accommodation; local authority property applications; drop-ins; You, Me and Mum virtual course; referrals to Children's Services; return home after refuge; other partner referrals; work with Housing Associations to manage moves rather than give up homes and help into private rental accommodation;
- Training had been carried out with the Housing Association and frontline local authority staff;
- In September 2018 government funding of £165,000 had been received for a second safe space in North Herts. This was used to secure a three-bedroomed house in Letchworth with a private landlord;
- Free champion training was offered to all internal and external partners and agencies;
- Domestic abuse awareness and safety planning training was also offered to all.

The following Member asked questions:

- Councillor David Levett;
- Councillor Clare Billing.

In response to the questions, Ms Pateman advised:

- the funding from the Ministry of Housing had been used to fund the Safe Spaces rented accommodation and other funding was urgently being sought for the future;
- the average length of occupancy of the Safe Spaces was 6 months to one year and had increased due to delays caused by the pandemic;
- all SADA clients were given a mobile number they can use to text or call their support worker;
- various apps and code words were used and the service was always tailored to the individual.

Councillor Clare Billing thanked SADA for their valuable work in the community.

The Chair thanked Ms Pateman for her presentation.

76 RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

Audio recording 1 hour 2 minutes 47 seconds

The Committee, Member and Scrutiny Manager presented the report entitled Resolutions of the Overview and Scrutiny Committee.

RESOLVED: That the report entitled Resolutions of the Overview and Scrutiny Committee be noted.

REASON FOR DECISION: To enable the Overview and Scrutiny Committee to review and comment on actions and feedback received regarding resolutions previously made.

77 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2020/21

Audio recording 1 hour 3 minutes 33 seconds

The Committee, Member and Scrutiny Manager presented the report entitled Overview and Scrutiny Committee Work Programme together with the following appendices:

- Appendix A – Work Programme for Future Committee Meetings;
- Appendix B – Forward Plan for 7 December 2020;
- Appendix C – Corporate Peer Challenge Action Plan in regard to the Overview and Scrutiny Committee.

The following Members asked questions and took part in debate:

- Councillor Claire Strong;
- Councillor Terry Hone;
- Councillor Tony Hunter;
- Councillor David Levett.

Members comments included:

- It would be beneficial for the Committee to review the whole Corporate Peer Challenge Action Plan to see how actions were progressing and provide any help or support;

- It would be useful for the Committee to review the draft Design SPD again before it went to Cabinet, particularly as amendments had been made since the Committee last considered it in September 2020;
- An agenda should be considered for the meeting to which settle and the Local Enterprise Partnership (LEP) had been invited.

RESOLVED:

- (1) That the report entitled Overview and Scrutiny Committee Work Programme be noted;
- (2) That Members be requested to inform the Chair and the Committee, Member and Scrutiny Manager of any items to be considered at the Overview and Scrutiny Committee meeting of 9 March 2021 and beyond;
- (3) That the following items be considered at the Overview and Scrutiny Committee meeting of 9 March 2021:
 - Progress made regarding the recommendations of the Peer Review Challenge;
 - The Draft Design SPD.
- (4) That Members be requested to inform the Chair and the Committee, Member and Scrutiny Manager of the items that settle and LEP should concentrate on when attending the Overview and Scrutiny Committee meeting;
- (5) That an invitation to attend the Overview and Scrutiny Committee be sent to settle and LEP with an agenda of items for consideration.

REASON FOR DECISION: To allow the Committee to set a work programme which provides focussed Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.

78 REGULATION OF INVESTIGATORY POWERS ACT ('RIPA') ANNUAL REVIEW

Audio recording 1 hour 13 minutes 57 seconds

The Leader of the Council presented the report entitled Regulation of Investigatory Powers Act ('RIPA') Annual Review.

The following Members commented on the report:

- Councillor Terry Hone;
- Councillor David Levett.

Members noted that the powers were very seldom used.

RESOLVED: That the report entitled Regulation of Investigatory Powers Act ('RIPA') Annual Review be noted.

REASON FOR DECISION: To comply with best practice guidance and the Committee's Terms of Reference.

79 MID YEAR AMENDMENTS TO PERFORMANCE MONITORING TARGETS FOR 20/21

Audio Recording – 1 hour 16 minutes 5 seconds

The Leader of the Council presented the report entitled Mid-Year Amendments to Performance Monitoring Targets for 2020/21.

He advised that two amendments to targets were proposed being:

MI LI015 - Number of Visits to Leisure Facilities

- It was proposed to reduce the target from 1,530,000 to 205,440.
- This target was set with the assumption that the centres will reopen in March 2021.
- If the facilities did not reopen in March the target would be reduced to 162,950.

REG3 - Percentage of Environmental Health Programmed Inspections Completed

- It was proposed that the current target of 95.0% be deleted
- Given the current resource commitment to the pandemic and future commitments to the EU transition this PI would be for reporting purposes only.

The following Members took part in the debate:

- Councillor David Levett;
- Councillor Claire Strong.

Members commented that consideration should be given to opening the outdoor pools earlier in the season and that there would be value in considering the number of views on YouTube compared with public attendance at meetings in order to gauge public engagement with virtual meetings.

Councillor Ian Albert, Executive Member for Finance and IT advised that, from a financial point of view, opening of the outdoor pools was under consideration.

The Committee, Member and Scrutiny Manager advised that her team was undertaking some research regarding the comparison of public attendance at physical meetings against views of YouTube recordings of meetings.

RESOLVED:

- (1) That the Controls, Risk and Performance Manager be requested to liaise with the Committee, Member and Scrutiny Manager in order to include the number of views of Council meetings on YouTube in the next performance target report.
- (2) That the Leader of the Council be requested to refer the possibility of re-opening the outdoor pools earlier in 2021 to Leisure Services, in order to maximise the potential number of visitors to leisure facilities and provide this service to the community which had been unavailable in 2020.

RECOMMENDED TO CABINET:

- (1) That Cabinet considers and formally approves the proposed amendments to the PIs and any associated targets that will continue to be monitored throughout 2020/2021 by Overview & Scrutiny;
- (2) That Cabinet considers instigating a "reporting only" figure of those viewing Council meetings on YouTube in order to gauge public engagement with virtual meetings.

REASON FOR DECISION: To ensure that Performance Monitoring is effective and reflects the current national situation.

80 MEMBERS' QUESTIONS

Audio recording – 1 hour 23 minutes 53 seconds

No questions had been submitted.

The meeting closed at 8.55 pm

Chair

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RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

COMMITTEE RESOLUTIONS

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
	Recycling and Waste		
Sept 18 Min 37 (4)	<p>That the following issues be referred to the Task and Finish review mentioned in (1) above:</p> <p>(i) Why a decision was made to mobilise the contract in an unreasonable timescale;</p> <p>(ii) Why, when there was such a short mobilisation period, was a decision made to make major changes to the service in what were already challenging circumstances, rather than delay the implementation of changes to the service for one year;</p> <p>(iii) Why sufficient staff resources were not made available prior to implementation of the contract;</p> <p>(iv) What happened when high volumes of calls were received in terms of systems and staff;</p> <p>(v) Consider the differences between area where the service worked well and those where the service was poor.</p>	To be included within the Task & Finish Scope	In progress
Mar 19 Min 11 (2)	That the Scrutiny Officer be requested to ask Group Leaders for nominations to a Task and Finish Group review of the Waste Contract.	<p>The Committee, Member and Scrutiny Officer has contacted Group Leaders asking for Panel Members and Chairs for the 2 proposed T&F Groups.</p> <p>Conservative nominations are awaited.</p>	In progress
Mar 19 Min 13 (2)	That the Scrutiny Officer be requested to schedule a review of the Waste Contract Implementation and draw up a draft scope upon completion of the SIAS audit.	<p>The SIAS Report was circulated to Members on 6 September 2019.</p> <p>Drafting of scopes for the Task and Finish Group on the Waste Contract continues to be delayed due to the pressures on both Waste and Committee Officers due to the Covid-19 pandemic. Once Council business is able to</p>	In progress

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
		return to a more normal structure and pressures are reduced, a draft scope will be prepared	
July 19 Min 17 (2)	That the Committee, Member and Scrutiny Manager be asked to liaise with the Chairman to schedule in the Task and Finish Group on Waste to start as soon as the current Task and Finish Group is concluded;	<p>At the meeting held on 16 June 2020 the Committee discussed the difficulties of effective engagement with other organisations and members of the public regarding this task and finish group under the current circumstances.</p> <p>The effects and impacts of Covid-19 on all services of the Council has resulted in a delay in the ability for officers to prepare and organise Task and Finish Groups.</p> <p>Officers will draft a scope as soon as the business of the Council returns to some normality.</p> <p>The commencement of this task and finish group is likely to be delayed some time.</p>	In progress
Sept 19 Min 38 (3)	That the Task and Finish Group for the Waste Contract be divided into two separate groups: (i) Tender and Contract; (ii) Community Engagement	At the meeting on 16 June the Committee agreed that the scope of the proposed Task and Finish Group on communication in relation to the Waste Contract be widened to encompass Communication and Engagement generally.	In progress
Sept 19 Min 39 (4)	That the Scope for the Task and Finish Group on the Waste Contract be approved by the Chairman of that Task and Finish Group, and the Chairman of the Overview and Scrutiny.	Please see the comments above regarding the preparation of draft scopes.	
June 20 Min 9 (1)	That the Task and Finish Group on the Waste Contract continue to be undertaken, but consideration be given to timing in light of Covid 19 and the need to engage with the community.	Please see the notes above	In Progress
	Task and Finish Group on Community Engagement		
June 20 Min 9 (3)	That the scope of the proposed Task and Finish Group on communication in relation to the Waste Contract be widened to encompass Communication and Engagement generally.	Please see notes above	In progress

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
	STAFF		
Jun 19 Min 10 (5)	That the Chairman be requested to discuss sickness data with the Head of Paid Service with the aim of identifying what breakdown of figures would be available to the Committee and to identify any problem areas and the reasons for those issues	Update pending.	In progress
	PERFORMANCE MONITORING		
Sept 19 Min 44 (2)	That whilst it had been reported to the Committee that the Local Plan had been marked as complete, following consideration by the Inspector, there was still further work to be prepared. The Controls, Risk and Performance Manager was requested to continue to report to the Overview and Scrutiny Committee on the Local Plan.	This continues to be reported on by the Controls, Risk and Performance Manager	In progress
	DRAFT DESIGN SPD		
Page 19 Sep 20 Min 43	<p>That the Chair of the Overview and Scrutiny Committee and Councillor Sam Collins be requested to consult with the Executive Member for Planning and Transport , the Service Director – Regulatory and the Principal Landscape and Urban Designer to consider strengthening the wording of the document in accordance with the comments made in the body of the Minutes, prior to the Cabinet meeting where the report would be considered.</p> <p>RECOMMENDED TO CABINET:</p> <p>(1) That the Draft Design SPD be amended to take into account the comments made by the Overview and Scrutiny Committee, as detailed in the Minute above;</p> <p>(2) That the Draft Design SPD be amended in line with the outcome of the meeting mentioned in the resolution above;</p> <p>(3) That the consultation period on the Draft Design SPD be extended from the standard 6 weeks.</p>	<p>This has now been included in the report Entitled Local Plan Implementation, which is being considered by O&S on 9 March 2021</p>	<p>This will be included in the report being considered on 9 March 2021</p>

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
Jan 21 Min 79 (2)	That the Leader of the Council be requested to refer the possibility of re-opening the outdoor pools earlier in 2021 to Leisure Services, in order to maximise the potential number of visitors to leisure facilities and provide this service to the community which had been unavailable in 2020.	A report including consideration of outdoor pool opening times is due to be considered by Cabinet on 16 March 2021	In progress
	PERFORMANCE INDICATORS		
Jan 21 Min 79 (2)	<p>RECOMMENDED TO CABINET:</p> <p>That Cabinet considers instigating a “reporting only” figure of those viewing Council meetings on YouTube in order to gauge public engagement with virtual meetings.</p>	<p>The figures for attendance in 2019/20 at physical meetings and in 2020/21 at virtual meetings, plus figures of those viewing the recording after the meetings had taken place are included in the Performance Indicator report for information</p> <p>It is planned to provide live viewing figures and figures for those viewing the recording after the meetings had taken place on a regular basis going forward</p>	Ongoing

**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2021**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
FOR 2020/21 AND 2021/22**

REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL / RESPOND
TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-
OPERATIVE ECONOMY

1. EXECUTIVE SUMMARY

- 1.1 This report highlights items scheduled in the Overview and Scrutiny Committee's work programme and items that may be considered in 2021/22. It includes details of those items that have yet to be assigned to a specific meeting.
- 1.2 The work programme includes both items previously agreed by the Committee and those that the Committee is required by the Constitution to consider.

2. RECOMMENDATIONS

- 2.1 That the Committee prioritises proposed topics for inclusion in the work programme attached as Appendix A and, where appropriate, determines the high level form and timing of scrutiny input.
- 2.2 That the Committee, having considered the Forward Plan attached as Appendix B, suggests a list of items to be considered at its meeting on 15 June 2021 and beyond.
- 2.3 That the Corporate Peer Challenge Action Plan Extract as attached as Appendix C be considered.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To allow the Committee to set a work programme which provides focussed Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Committee has varied its approach to overview and scrutiny activity over recent years. Currently it seeks to enter the process of policy development at an early stage and consequently may consider items associated with service action plans.
- 4.2 The need to observe Constitutional requirements and monitor the Forward Plan for appropriate items to scrutinise remains a key aspect of work programming.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1 Each Committee meeting includes the opportunity for Members to comment on and input to the Committee's work programme.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key decision and has not been referred to in the Forward Plan.
- 6.2 The Committee is asked to review the Forward Plan at each regular meeting to identify potential issues for inclusion in the work programme. Identification of a focus for the Committee's future activity should be identified at this stage wherever possible.

7. BACKGROUND

- 7.1 In line with the recommendation of the Corporate Peer Challenge 2020 Executive Members are invited to present reports that fall under their remit and to make presentations on specific issues that the Committee wish to consider.
- 7.2 The Committee now considers a wide range of issues, where appropriate, commencing its reviews early in the policy development process. By doing this it seeks to ensure assumptions are challenged at an early stage, mistakes are avoided and eventual outcomes provide optimal benefit to the community.
- 7.3 The Committee seeks to ensure that consideration of agenda items minimises additional burdens on staff resources. Wherever possible, requests are made for the presentation of documents already in existence rather than the production of new documents specifically for the Committee.

8. RELEVANT CONSIDERATIONS

Work Programme

- 8.1 The Committee's work programme for the year requires reviewing at each meeting and direction is sought from the Committee on the items they wish adding. Appendix A contains the work programme for 2021/22
- 8.2 When considering additional topics, their risk assessment and prioritisation will ensure that the most appropriate items are taken forward to the work programme.

Forward Plan

- 8.3 The Forward Plan for 5 February 2021 is attached at Appendix B for consideration.

Corporate Peer Challenge

- 8.4 The Committee agreed at the meeting held on 14 July 2020 that the actions regarding the Overview and Scrutiny Committee included in the Corporate Peer Challenge Action Plan be appended to all future reports in order to:

- Act as an aide memoire when considering the work programme;
- Consider any actions that need further work;
- Asses the effectiveness of changes made.

- 8.5 The Committee is asked to consider the Action Plan and any updates provided at Appendix C.

- 8.6 In respect of line 56 regarding formal training for Members of the Overview and Scrutiny Committee training options are being explored for provision in the new Civic Year.

- 8.7 Members are asked to contact the Committee, Member and Scrutiny Manager if they have any particular suggestions regarding this proposed training.

9. LEGAL IMPLICATIONS

- 9.1 Under Section 6.2.5 of the Constitution, the Committee is responsible for setting its own work programme. However, it must ensure it retains sufficient capacity within the programme to meet its statutory obligations.

- 9.2 Section 6.2.7 (u) of the Constitution allows the Committee “to appoint time limited task and finish Topic Groups to undertake detailed scrutiny work and report back to the Overview and Scrutiny Committee to make recommendations to the Cabinet.”

10. FINANCIAL IMPLICATIONS

- 10.1 Dependent on how they are applied in practice, the scope of the options presented in Sections 7 and 8 have the potential to be wide reaching. As detailed Section 14, Human Resource Implications, the wider the reach, the more significant the impact on officer time in terms of report writing, data analysis and committee meeting attendance. Given recent funding pressures and the consequent reduction in officer numbers, significant requests to support scrutiny work will limit officer time available to spend on activities such as identifying and delivering cost reductions, income generation and project management.

- 10.2 Although not significant, a committee attendance allowance of £25.17 per officer per evening meeting is payable to officers in attendance. This is in addition to providing time off in lieu, or overtime as an alternative.

11. RISK IMPLICATIONS

- 11.1 Effective overview and scrutiny of policy, administrative, service delivery and expenditure decisions helps reduce the risk of an inappropriate decision being made. The scope and time frame for scrutiny interventions should be considered in the light of the potential impact of inappropriate scrutiny leading to decisions not being made, inappropriately made or not made at the right time.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 There are no direct equality implications arising from the report. Effective scrutiny is an essential part of ensuring that local government remains transparent, accountable and open which ensures that the delivery of public services benefits all aspects of the community, where practical.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 The widening of the reach of scrutiny reviews has the potential to significantly impact on officer time in terms of the reprioritisation of already agreed projects, their scope or timetabling and resources. There is also the potential for additional resource requirements in relation to report writing, information collection and analysis and committee attendance. Delivery of service plans to achieve the Council’s agreed Corporate Plan objectives might, therefore, be potentially negatively impacted.

15. APPENDICES

- 15.1 Appendix A – Work Programme for future Committee meetings
- 15.2 Appendix B – Forward Plan for 5 February 2021
- 15.3 Appendix C – Corporate Peer Challenge Action Plan in regard to the Overview and Scrutiny Committee

16. CONTACT OFFICERS

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16.4 Human Resources
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17. BACKGROUND PAPERS

17.1. Previous reports to the Overview and Scrutiny Committee and forward plans.

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PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2021-22

15 June 2020	Presentation by the Leader of the Council Resolutions Report Work Programme Performance Monitoring for 2020/21 – Year End Key Projects for the District 2020/21 - Year End
13 July 2020	Resolutions Report Work Programme 3Cs End Of Year report Council Plan and Objectives 2021/23
14 September 2020	Resolutions Report Work Programme 1st Quarter Performance against PIs 1st Quarter Key Projects
7 December 2020	Resolutions Report Work Programme Annual review of Safeguarding Commercial Update Priorities for the District – Key Projects Half Year Monitoring 2nd Quarter Performance against PIs 3Cs Half Year Report
18 January 2021	Crime and Disorder Matters Resolutions Report Work Programme Priorities for the District – Key Projects Half Year Monitoring
8 March 2021	Resolutions Report Work Programme Annual Report Commercial Update New PIs for 2021/22 Priorities For The District – Key Projects 2021/22 3rd Quarter PIs 3rd Quarter Key projects
	To be Scheduled. Invitations to: Settle & LEP Devolution & Recovery White Paper Update (Once White Paper is published)

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 5 February 2021

The Forward Plan contains brief details of Key Decisions that the Council is likely to take over the next four month period and beyond. You will also find details of contacts who can provide further information and hear your views. **Please note that the dates of some of the decisions may change from month to month, please check with Committee, Member and Scrutiny Services on (01462) 474655 before deciding to attend a meeting.**

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
LOCAL PLAN - FURTHER MODIFICATIONS (16.09.20)		Cabinet	16 Mar 2021		Nigel Smith, Strategic Planning Manager nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
COMMUNITY FACILITIES CAPITAL PROJECTS FUNDS CRITERIA REVIEW (04.10.20)		Cabinet	16 Mar 2021		Reuben Ayavoo, Policy and Community Engagement Manager reuben.ayavoo@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
CLIMATE CHANGE STRATEGY UPDATE (14.10.20)		Cabinet	16 Mar 2021		Reuben Ayavoo, Policy and Community Engagement Manager reuben.ayavoo@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
2021/2022 PERFORMANCE MANAGEMENT MEASURES (12.11.20)		Cabinet	16 Mar 2021		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
RISK MANAGEMENT UPDATE (12.11.20)		Cabinet	16 Mar 2021		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
COMMUNITY ASSET TRANSFER: HITCHIN BRIDGE CLUB (07.12.20)		Cabinet	16 Mar 2021		Christopher Robson, Senior Estates Surveyor christopher.robson@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER INVESTMENT STRATEGY (CAPITAL AND TREASURY) REVIEW 2020/21 (05.02.21)		Cabinet	16 Mar 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER REVENUE MONITORING 2020/21 (05.02.21)		Cabinet	16 Mar 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
INFLATIONARY INCREASE TO PARKING CHARGES (05.02.21)		Cabinet	16 Mar 2021		Louise Symes, Strategic Infrastructure and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
LOCAL PLAN IMPLEMENTATION (05.02.21)		Cabinet	16 Mar 2021		Nigel Smith, Strategic Planning Manager nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
ANNUAL REPORT ON RISK MANAGEMENT (05.02.21)		Cabinet	22 Jun 2021		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
RISK MANAGEMENT UPDATE (05.02.21)		Cabinet	22 Jun 2021		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
INVESTMENT STRATEGY (CAPITAL AND TREASURY) END OF YEAR REVIEW 2020/21 (05.02.21)		Cabinet	22 Jun 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
REVENUE BUDGET OUTTURN 2020/21 (05.02.21)		Cabinet	22 Jun 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
REVIEW OF GROUNDS MAINTENANCE CONTRACT (05.02.21)		Cabinet	22 Jun 2021		Andrew Mills, Service Manager - Greenspace andrew.mills@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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EXTRACT OF ITEMS ON THE CORPORATE PEER CHALLENGE ACTION PLAN THAT RELATE TO THE OVERVIEW AND SCRUTINY COMMITTEE

		Recommendation	Action	Led by	Timescale	Update
ONGOING ACTIONS						
28	Organisational Leadership and Governance	Peers understand that the full performance report is sent to councillors one month before O&S to provide the opportunity for requesting the appropriate lead executive member and officer to attend O&S to be accountable for questioning. This opportunity has never been requested and should be used in order to strengthen the debate and challenge at O&S.	Agreed. Chair of Overview and Scrutiny to remind committee members of this opportunity	Members of Overview and Scrutiny Committee Controls, Risk and Performance Manager	Ongoing	Members receive the Performance Indicator report one month before the meeting. Members are reminded to contact the Controls, Risk and Performance Manager at least 2 weeks prior to the meeting date if they wish a particular indicator to be considered in more detail
54	Overview and Scrutiny Committee	Future meetings would benefit from taking a longer-term view of the key issues for the district (not just focussing on the next immediate meeting), fewer, more targeted agenda items, and be focused on key areas informed by performance reports and a forward work plan. Fewer agenda items will support more allocated time for meaningful scrutiny and related debate.	Agreed. To be taken forward as part of the training for the committee members	Chair and vice chair of O+S Scrutiny support	Ongoing	The Committee to bear this in mind when considering the work programme

56	Overview and Scrutiny Committee	It is recommended that all O&S members undertake formal training to ensure a robust base of skills and expertise can be deployed in the O&S environment.	Formal scrutiny training has previously been provided to the Committee, but given changes to committee membership agree it makes sense to put in place further training and ensure that any new members receive training in the future	Chair and Vice Chair of O+S Scrutiny support Member training champions	Pending	Various training options are being explored for provision in the new Civic Year.
57	Overview and Scrutiny Committee	Use the task and finish programme to support early engagement and involvement with policy making.	Agreed. To be taken forward by the Leader (on behalf of Cabinet) and Chair and vice chair of Overview and Scrutiny, to discuss work programme	Leader Chair and Vice Chair of O+S Scrutiny support	Ongoing	The Chair and Vice-Chair have met with the Leader. The Chair to provide an update
58	Overview and Scrutiny Committee	It is recommended that finish times should be agreed in the constitution and meetings end promptly at those times. There was a concern around individual personal effectiveness, accessibility, external public perception and health & safety / personal welfare of both members and officers from such excessively long and late meetings.	Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors. Alternative of allowing officers to attend meetings virtually from home to be explored A 'guillotine' provision on committee meetings is not supported politically at the current time due to concerns it might stifle debate. It is proposed that this is considered once the other recommendations have been	Service Director Legal and Community Member training champions	Pending	

			<p>implemented regarding work programme, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.</p> <p>Training is provided to Chairs and Vice Chairs, but this could be reviewed to ensure that Chairs and Vice Chairs are able to confidently manage meetings to ensure they proceed in a timely manner</p>			
59	Overview and Scrutiny Committee	Peers recommend clarification of the governance arrangements between O&S and cabinet panels.	Proposal to Full Council to clarify relationship	Group Leaders Monitoring Officer	Annual Council (May/June 2020)	
60	Overview and Scrutiny Committee	Ensure the O&S forward work plan includes scrutiny of external partners and contractors as a contribution to the leadership of 'place'.	Agreed as recommendation	Chair and Vice Chair of O+S Scrutiny support	Immediate & Ongoing	The Committee have identified two partner organisations. Further work is needed to consider the format and timing.
COMPLETED ACTIONS						
27	Organisational Leadership and Governance	The peer team were surprised that only low / negative PI's were debated at O&S and those reports were shared publicly. Publishing positive performance alongside	Agreed. Reports will reflect this going forwards	Chair and Vice Chair Overview and Scrutiny Committee Controls, Risk and Performance Manager		The Controls, Risk and Performance Manager is now presenting the complete report to the Committee.

		amber and red performance would provide the public with a rounded summary of performance, allowing NHDC to outwardly celebrate what is being delivered to agreed performance levels.				This can now be marked as complete
53	Overview and Scrutiny Committee	Executive members should lead at O&S and be visibly accountable for decisions and performance.	Agreed as recommendation	Executive Members	Immediate	Executive Members are now presenting reports under their remit This can now be marked as complete
55	Overview and Scrutiny Committee	The current membership of O&S was considered to be too large and would benefit from reducing from 15 members to 11 or 9.	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Annual Council (May/June 2020)	The Committee membership was reduced from 16 to 12 at Annual Council on 4 June 2020 This can now be marked as complete

**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2021**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE 2020/2021

REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE 2020/2021

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL / BUILD THRIVING AND RESILIENT COMMUNITIES / RESPOND TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY

1. EXECUTIVE SUMMARY

- 1.1 To consider the Annual report of the Overview and Scrutiny Committee regarding the 2020/2021 Civic Year.

2. RECOMMENDATIONS

- 2.1 That the Committee consider and comment on the Annual Report of the Overview and Scrutiny Committee 2020/2021 as attached at Appendix A prior to consideration by Council.

3. REASONS FOR RECOMMENDATIONS

- 3.1 To enable Overview and Scrutiny Committee to consider and comment on the report of the Chair of the Overview and Scrutiny Committee regarding the work of the Committee in the 2020/2021 Civic Year prior to consideration by Council.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Chair and Vice-Chair of the Overview and Scrutiny Committee have had the opportunity to consider and comment on the report prior to this meeting.
- 5.2. The Overview and Scrutiny Committee will have the opportunity to consider and comment on the report prior to consideration by Council

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1 The Chair of the Overview and Scrutiny Committee reports each year to Annual Council giving a brief overview of the work undertaken by that Committee in the previous Civic Year.

8. RELEVANT CONSIDERATIONS

- 8.1 The report at Appendix A sets out the work of the Overview and Scrutiny Committee during the Civic Year 2020/2021.
- 8.2 Members should note that the statistics in the report cannot be completed until after the meeting on 9 March 2021.
- 8.3 Members are asked to comment on the draft Annual Report prior to consideration by Council.

9. LEGAL IMPLICATIONS

- 9.1 Although it is not specifically referred to in the Constitution and is not a legal requirement, Full Council has routinely received an Annual Report from the Chair of the Overview and Scrutiny Committee.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no capital or revenue implications arising from the content of this report.

11. RISK IMPLICATIONS

- 11.1 There are no direct risk implications arising from this report.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2 There are no direct equalities implications arising from this report.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There are no direct Human Resource Implications arising from this report.
- 14.2 The Committee, Member and Scrutiny Team supports the work of the Overview and Scrutiny Committee.
- 14.3 The Committee, Member and Scrutiny Manager undertakes the role of Scrutiny Officer.

15. APPENDICES

- 15.1 Appendix A – Annual Report of the Overview and Scrutiny Committee 2020/2021.

16. CONTACT OFFICERS

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ext 4370

17. BACKGROUND PAPERS

- 17.1 Reports to and Minutes of the Overview and Scrutiny Committee during the Civic Year 2020/2021.

<https://democracy.north-herts.gov.uk/ieListMeetings.aspx?CId=134&Year=0>

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NORTH HERTFORDSHIRE DISTRICT COUNCIL



DRAFT

OVERVIEW AND SCRUTINY COMMITTEE ANNUAL REPORT 2020/2021



Introduction by the Chair of the Overview and Scrutiny Committee

I have had the pleasure of chairing the Overview and Scrutiny Committee for the second year in 2020/21.

This has been a difficult year for everyone. The Covid-19 Pandemic has had an enormous effect on everyone's lives. The Overview and Scrutiny Committee has been affected, as have all of the businesses of the Council.

We held our first virtual Overview and Scrutiny Committee on 16 June 2020 and the transition, although cumbersome in the early days, has been relatively smooth.

Following the recommendations of the Peer Review the number of Members on the Committee was reduced from 16 to 12 at Annual Council on 4 June 2020. These Members have continued to take a full, active and enthusiastic role in all of the virtual meetings.

The role of the Overview and Scrutiny Committee as a critical friend continues to be important to ensure good decision and policy making.

I would like to acknowledge the work of Council Officers during a very difficult year, they have not only maintained essential services, but have volunteered for additional Covid-related activities from delivering food parcels to supporting the NHS.

In these times of financial constraint, commercialism continues to be a major consideration for the Council and the Committee is receiving twice yearly reports from the Service Director – Commercial, although we acknowledge that, commercialism has taken a side step during the pandemic.

Cabinet have continued to be receptive to the recommendations from this Committee and our aim should be to continue to be a critical friend to Cabinet by providing recommendations that are helpful, challenging and investigatory.

The Peer Review carried out in January 2020 provided some useful guidance for the future of the Committee including looking at not only what we consider, but how we do that. These recommendations are reviewed by the Committee on a regular basis.

I would like to offer my thanks to the Committee for their support and engagement with the process and to the officers and Executive Members who attended to offer help with our deliberations.

I am extremely grateful for the support of Vice-Chair Kate Aspinwall, the Committee, Member and Scrutiny Manager, Hilary Dineen, who undertakes the role of Scrutiny Officer and the Committee, Member and Scrutiny Officer, Anna Gouveia, who clerks this Committee.

Councillor David Levett
Chair of the Overview and Scrutiny Committee

1. Overview and Scrutiny in North Hertfordshire District Council

1.1 The depth and breadth of the Council's work means that the Overview and Scrutiny Committee has to use its resources efficiently and effectively in order to scrutinise topics in the time available. It does so by:

- Considering a number of issues during its Committee meetings and making recommendations to Cabinet;
- Appointing dedicated task and finish groups which can examine issues in depth and make recommendations to improve services;

2. Methods of Scrutiny

2.1 The Committee can scrutinise issues in a number of ways:

- By considering reports from, and questioning officers about different aspects of the Council's business;
- By submitting written questions which require a written answer, and which members can follow up by asking supplementary questions in Committee;
- By interviewing and questioning Executive Members about their portfolios;
- By calling in decisions which are of great concern to members or to the public;
- By inviting representatives from outside bodies to talk about topics of interest to the public in North Hertfordshire.

3. Meetings of the Overview and Scrutiny Committee

3.1 There were six scheduled meetings this year, although the pandemic did result in cancellation and postponements

3.2 There was, early in the pandemic, one innovative "meeting" where the views of the Committee were sought via email. This ensured that the work of the Committee could continue in those particularly difficult early days of the pandemic.

3.3 The Committee has considered a range of topics including scrutinising key decisions going to Cabinet, checking whether the Council has met its performance indicators and reviewing other issues which the Committee has decided would benefit from closer scrutiny.

4. Call-In

4.1 The call in process allows the Chair of the Committee, or five members of the Council, to call in a decision which is the responsibility of the Executive, which has been made but not implemented. The Committee can ask the Executive to reconsider the decision or can refer it to Council.

4.2 There have been no called in items this year.

5. Presentations by Executive Members

- 5.1 The Committee has continued with its decision not to invite Executive Members to speak on their portfolios on a rolling basis and to instead invite them only to address specific issues or to present reports that were of interest to the Committee.
- 5.2 Executive Members are also welcomed when attending meetings and encouraged to take part in the meeting when appropriate.
- 5.3 The Committee are grateful to the following Executive Members for making presentations and attending meetings this year:
- Councillor Ian Albert;
 - Councillor Judi Billing;
 - Councillor Paul Clark;
 - Councillor Keith Hoskins;
 - Councillor Elizabeth Dennis-Harburg;
 - Councillor Martin Stears-Hanscomb

6. Crime & Disorder Scrutiny

- 6.1 The Committee is also the Crime and Disorder Scrutiny Committee for North Hertfordshire which is required to meet at least once a year.
- 6.2 The Committee chose this year to invite the Chief Inspector , Hertfordshire Constabulary to discuss:
- Policing during the pandemic;
 - Anti-social behaviour and crime during the pandemic
 - Domestic abuse during the pandemic;

7. Safeguarding

- 7.1 The Committee continued to take a close interest in safeguarding matters and received its annual update on the Council's safeguarding performance in September 2019.
- 7.2 The Committee took an active role in encouraging Members to undertake relevant Safeguarding training.

8. Statistics

- 8.1 In total, the Committee has considered, XX items in its scheduled meetings this year. It has made X recommendations on X topics to Cabinet. At every meeting the Committee also considered the resolutions previously made and the work programme.
- 8.2 No written questions were submitted this year.

9. Task and Finish Groups

- 9.1 Due the pressures placed on officers to keep services operational during this difficult time as well as the additional work they have been undertaking to support the community, it was not possible to allocate the officer time required to undertake successful Task and Finish Group Reviews.
- 9.2 Members and Officers alike also had to adapt to new ways of working including all meetings being moved to Zoom, with all of the technological challenges that presented
- 9.3 The Committee has prioritised the following topics for 2021/22:
- The Waste contract – Tender and Contract;
 - The Waste Contract – Community Engagement.

10. Public Participation

- 10.1 The scrutiny process is open to involvement by local people and the Committee encourages public participation.
- 10.2 Approximately X members of the public attended the Committee's scheduled meetings this year.
- 10.3 Although attendance at the actual meetings was extremely low, it was pleasing to not that X people viewed the meetings live and X viewed the recording of the meetings at a later date
- 10.4 Some of the ways for the public to get involved include suggesting a topic for investigation as a task and finish group; providing evidence to or at a meeting; and being co-opted on to a topic group. The Committee is keen to see more public participation both in its task and finish groups and in its committee meetings.

11. Peer Review 2020

- 11.1 A peer review took place in January 2020.
- 11.2 Their initial findings included:
- Executive Members should lead and be accountable for decisions;
 - Meetings should be focused with fewer agenda items;
 - Membership of the O&S committee is perceived to be too large;
 - All scrutiny members to complete formal scrutiny training;
 - Use the task and finish programme to support early involvement with policy making;
 - Review finish time and location of the meeting;
 - Clarify the governance arrangements between O&S and Cabinet Panels;
 - Ensure forward work plan includes scrutiny of external partners and contractors.
- 11.3 The Committee reviews these recommendations at each meeting and considers what has been complete and what actions could be taken in order to work towards those recommendations not yet complete

12. Further Information and Membership

12.1 Further information about the work of scrutiny and contact details can be found at:

<https://www.north-herts.gov.uk/home/council-and-democracy/overview-and-scrutiny>

12.2 Membership of the Overview and Scrutiny Committee in 2020/2021:

Members of the Committee

Councillor David Levett (Chair)

Councillor Kate Aspinwall (Vice-Chair)

Councillor Val Bryant

Councillor Sam Collins

Councillor Terry Hone

Councillor Tony Hunter

Councillor Jim McNally

Councillor Lisa Nash

Councillor Sue Ngwala

Councillor Adem Ruggiero-Cakir

Councillor Claire Strong

Councillor Tom Tyson

Substitutes:

Councillor Clare Billing

Councillor Ruth Brown

Councillor Bill Davidson

Councillor Morgan Derbyshire

Councillor Gerald Morris

Councillor Sam North

Councillor Helen Oliver

**CABINET
16 MARCH 2021**

PART 1 – PUBLIC DOCUMENT

TITLE OF REPORT: UPDATE ON CORPORATE PEER CHALLENGE ACTION PLAN

REPORT OF: MANAGING DIRECTOR

EXECUTIVE MEMBER: LEADER AND DEPUTY LEADER

COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL

1. EXECUTIVE SUMMARY

This report updates on the progress made against each action on the Corporate Peer Challenge Action Plan agreed by Cabinet on 23 June 2020, following the recommendations of the Corporate Peer Challenge (CPC) held in January 2020.

2. RECOMMENDATIONS

- 2.1. That the progress made on the Corporate Peer Challenge Action Plan as set out at Appendix A be noted.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To ensure that Cabinet maintains an overview of the Council response to the matters identified within the CPC report, ensuring that the benefits of the CPC process are realised.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None considered, given the Action Plan has previously been approved.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Cabinet reports of 24 March 2020 and 23 June 2020 have previously updated on the CPC and how members, officers and external stakeholders were involved in the process. The CPC Action Plan has been updated in consultation with the Leadership Team and Executive Members. This update will also be considered by Overview and Scrutiny Committee at its meeting on 9 March 2021.

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1. The Cabinet reports of 24 March 2020 and 23 June 2020 set out the background to the CPC process, report from the peer team and the subsequent action plan that was developed.
- 7.2. Since the CPC Action Plan was adopted on 23 June 2020 officers and the administration have sought to progress the various recommendations and actions set out in the plan. Each Action has a lead (or leads) who have been tasked with implementing the actions. The Action Plan is reviewed and updated approximately every quarter.

8. RELEVANT CONSIDERATIONS

- 8.1. The updated CPC Action Plan is attached at Appendix A. Members will recall that at the time of adoption there was a great deal of uncertainty over timescales for implementing many of the actions, due to the impact of the pandemic. Therefore much of the timescales column was previously blank, with consideration of appropriate timescales delegated to the Leader, Deputy Leader and Managing Director. The updated CPC Action plan sets out the expected timescale for each action, with an additional 'Updates' column to provide a narrative update for each action. Completed actions are highlighted in green.
- 8.2. Members will note that progress has been made against many of the actions, with 17 of the 60 actions marked as completed. A number of the actions are for the medium to long term (for example those related to Shaping our Future or the transformation programme) and therefore whilst they are underway will not be completed for some time.
- 8.3. There are two significant factors that have impacted progress against the CPC Action Plan. Firstly the pandemic which has diverted time and resources to supporting our community and running the Council remotely, thereby limiting the time available to dedicate to progressing the CPC actions. Secondly the progress of the Local Plan Examination, itself delayed by the pandemic, which needs to be concluded in order to provide the policy background against which some of the actions will be developed. However overall it is felt excellent progress has been made given the circumstances.

9. LEGAL IMPLICATIONS

- 9.1. Cabinet's terms of reference include at paragraph 5.6.13 "To consider the reports of external review bodies on key aspects of overall service delivery".
- 9.2. The CPC is a voluntary process and therefore there is no legal obligation to either host a CPC or act upon the recommendations. However, it is best practice to undertake a CPC and having done so, to act upon the issues identified.

10. FINANCIAL IMPLICATIONS

- 10.1. There are no specific financial implications associated with this report. The majority of the actions contained within the plan do not require additional funding. Specific funding has been allocated from the Special Reserve for the early stages of the transformation project.

- 10.2. The recommended minimum level of reserves referred to in the CPC feedback report only applies to General Fund reserve. When the Council sets its budget each year, there is a requirement for the Chief Finance Officer to recommend a minimum level. This minimum level is set after considering other factors, including the level of specific revenue reserves. Since the CPC report was provided, the pandemic has resulted in additional expenditure and reduced income which has reduced the level of reserves the Council holds. The budget for 2021/22 forecasts a further significant decrease in General Fund balances, and the risks associated with the pandemic have necessitated an increase in the recommended minimum General Fund balance.

11. RISK IMPLICATIONS

- 11.1. The CPC feedback report provided the Council with an opportunity to reflect on its priorities and the actions it was taking to address these. This helps to reduce risk by ensuring that the Council is focused on what it wants to achieve. The CPC feedback report made some specific references to risk (i.e. recommendations 8 and 29). The response to these is detailed in Appendix A.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. There are no known equalities implications that apply to this report. Individual actions on the plan may require equalities impact assessments in due course as solutions are developed.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and “go local” requirements do not apply to this report. Individual actions on the plan may have social value implications and these will be considered in due course as solutions are developed.

14. ENVIRONMENTAL IMPLICATIONS

- 14.1. There are no known Environmental impacts or requirements that apply to this report. Individual actions on the plan may require environmental impact assessments in due course as solutions are developed.

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 The work set out in the Action Plan has been incorporated into the work programmes of the relevant service areas. In most cases this is additional work, which is why it has been necessary to focus on other priorities during the pandemic. The Shaping our Future programme is a commitment to, and investment in, our staff to ensure that the organisation is able to deliver the programme envisaged.

16. APPENDICES

- 16.1 Appendix A – Updated Corporate Peer Challenge Action Plan

17. CONTACT OFFICERS

17.1 Anthony Roche, Managing Director
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17.2 Ian Couper, Service Director Resources
ian.couper@north-herts.gov.uk; ext 4243

17.3 Jeanette Thompson, Service Director: Legal and Community
Jeanette.thompson@north-herts.gov.uk ; ext 4370

17.4 Reuben Ayavoo, Policy and Community Engagement Manager
reuben.ayavoo@north-herts.gov.uk; ext 4212

18. BACKGROUND PAPERS

18.1 Report to Cabinet, 24 March 2020 – Corporate Peer Challenge Report

18.2 Report to Cabinet, 23 June 2020 – Corporate Peer Challenge Action Plan

		Recommendation	Action	Led by	Timescale	Updates
1	Key 1	Broaden the council's focus to an ambitious place shaping agenda	<p>Agreed. This will be considered as part of the review of the Council Plan. The agenda needs to include political support for key projects and proposals (e.g. Local Plan post adoption, significant planning applications), recognising and promoting the benefits of development and the necessity for us to support this under current Govt policy.</p> <p>This work also needs to clearly identify the role(s) the Council wishes to take during and after the delivery of growth through a consistently applied narrative (see Key 3 below), ensuring there is a clear joint, Member and Officer, view and direction of travel.</p>	Executive Members Leadership Team	Post-Local Plan adoption, post-pandemic	<p>Initial work includes an enhancement of the master planning approach in the emerging Local Plan.</p> <p>Once the Local Plan is adopted, it will allow our focus to shift to place shaping, including the work with partners as part of the Hertfordshire Growth Board and North East Central Herts corridor.</p> <p>The role of this agenda in the post-pandemic recovery will also be considered.</p>
2	Key 2	Align all your resources, policies, capacity to achieve your priorities	Agreed. This will be considered as part of the budget review and review of Council Plan	Executive Members Leadership Team	2021	The continuing uncertainty over local government funding makes the timing of this work difficult. Some bigger savings have a long lead-in time.

						<p>Consideration will be given as to how to set the organisation up to deliver on priorities, also in alignment with the transformation programme.</p> <p>The review of the Council Plan and Medium Term Financial Strategy in 2021/22 will seek better alignment between priorities and affordability. We are currently investigating using the LGA to facilitate a session on alignment of these key documents.</p> <p>The Procurement Strategy review agreed by Cabinet on 26/01/21 is part of this work.</p>
3	Key 3	Develop a narrative for place	Agreed, it is proposed to develop a place narrative around sustainability as a key issue of importance to the whole district, given the Council declared a Climate Emergency in May 2019. The place narrative will also need to link to the wider Hertfordshire Growth Board work and the place narrative being developed for the whole county.	Executive Members Leadership Team	Post Local Plan adoption	<p>This is linked to Key 1 above. Master planning policy sought to be strengthened through the Local Plan Examination process.</p> <p>Initial discussions have taken place on a potential narrative around sustainability, but this needs to be fully developed in conjunction with officers, councillors, residents and key stakeholders. Other relevant policies will then be aligned to that narrative.</p>

4	Key 4	Use reserves to fund internal and external transformation capacity	Agreed, to set a “target level” of reserves that provides greater flexibility to fund transformation that aligns to Council priorities. Subject to understanding the impact of the COVID-19 pandemic on our financial reserves and future reserve baseline	Executive Member Finance and IT SD Resources	Partially underway and remainder on hold	From October 2020, reserves are being used to fund the transformation programme (18 month funding). Reserves need to be retained until the impact of COVID-19 is fully known, particularly in relation to leisure. The full impact is unlikely to be known until 2022/23.
5	Key 5	Take a corporate approach to transformation – top down and programme managed	It is proposed to create a new Director of Transformation post (part-time, fixed term, funded from reserves) and identify appropriate staffing resource to support the director. This transformation team will take the lead on our transformation programme, ensuring a corporate approach	Leader Deputy Leader Managing Director	Service Director Transformation in post 19 October 2020	The scope for the transformation programme was agreed prior to recruitment of the service director. A transformation team has been established and the programme is underway.
6	Key 6	Use external partnerships to benefit North Hertfordshire	Agreed. The Council recognises that the impacts of austerity and the cuts to its budget mean that we need to be an outward looking and ambitious authority, working with partners to deliver our aspirations	Executive Members Leadership Team	Post-pandemic	A positive outcome of our pandemic response has been establishing closer working arrangements with partners in order to support the community. Examples of this include the provision of food, or additional funding, as well as working across numerous sub-groups of the Local Resilience

						Forum / Strategic Coordinating Group. The focus so far has been on the pandemic response, but that gives a platform for working closely on other matters going forward.
7	Key 7	Best practice needs to look beyond the Hertfordshire area	Agreed. The Council already looks to authorities throughout the country and beyond for inspiration, but this could and should be reinforced and better communicated to ensure we do more and learn from the best examples	Executive Members Leadership Team	Ongoing	<p>Identifying areas of best practice is ongoing.</p> <p>The Council links into a number of regional bodies, at different levels across the organisation e.g. EELGA, CCIN.</p> <p>The Commercial Team have built relationships with equivalent colleagues across the country, as well as the private sector, in order to test and share ideas for commercial activity.</p>
8	Key 8	Be brave	Agreed. Officers and Members should be prepared to question each other if we are failing to be brave in our aspirations, policy setting and decision making, however this needs to be a constructive challenge whilst ensuring that we remain risk aware. We believe the	Executive Members Leadership Team	Ongoing	<p>This needs to be embedded within culture of the organisation.</p> <p>The impact of the pandemic on local authority finances has shown the importance of being risk aware, being brave, but not being foolhardy.</p>

			<p>actions set out above show our willingness to be brave.</p> <p>Consideration will be given to external speaker(s) to inspire innovation/ change of attitude.</p>			
9	Place and Priority setting	Shift service delivery focus towards a more people and place-based approach.	Agreed, this will form a key part of the transformation programme	Executive Members Leadership Team	October 2020 onwards	<p>The pandemic has required a more people and place-based approach, proactively seeking out members of the community who need support, or who are eligible for support.</p> <p>This is linked to recommendation 34 below.</p>
10	Place and Priority setting	Realign Town Talk meetings to inform strategic direction, policy shaping and decision making and to proactively take council and place-based issues out to local communities.	We recognise the potential benefits of using Town Talks in this way and will consider how best to utilise them and how they interact with the new Community Engagement Panel	Executive Member Community Engagement SD Legal and Community	Ongoing	<p>Some Town Talks have been used for specific discussions e.g. Hitchin and support of the arts on 19 October 2020.</p> <p>Virtual town talks have increased engagement with the community.</p> <p>The recommendation is mainly being delivered through the three Cabinet Panels, although Area Committees are free to take this forward, with the support of Community Engagement.</p>

11	Place and Priority setting	Use a strategic needs analysis to inform the council plan and policy shaping.	Agreed.	Executive Members Leadership Team	Commence Autumn 2021	<p>We need the transformation programme workstream on 'becoming data enabled' to take place, to facilitate better use and analysis of data and provide a platform to meet this objective.</p> <p>We will also use information obtained through the upcoming National Census, when available.</p> <p>The availability of the above data will inform when we are able to start using it to inform the Council Plan and policy shaping.</p>
12	Place and Priority setting	NHDC would benefit from visiting other councils' that have achieved or are some way working towards the objectives and outcomes NHDC is seeking to deliver, such as place shaping, large scale housing development and commercial development.	<p>Agreed. The Council will seek out Councils who have faced and overcome similar challenges, including with areas where large scale housing development by developers has followed adoption of Local Plan. It is also worth noting that part of 'being brave' might mean doing things differently to other Councils.</p> <p>South Cambridgeshire and East Hertfordshire are two</p>	Executive Members Leadership Team	Ongoing	This will be revisited post-pandemic, as the capacity to undertake this work for both ourselves and other authorities is currently limited due to the focus on pandemic response.

			<p>immediate neighbours with large-scale, strategic growth projects, recently adopted Plans and existing structures and mechanisms for dealing with delivery.</p> <p>The Council will also consider how best to enable Corporate level 'sounding boards' (or equivalent) for key schemes as it is crucial that there is clear and consistent messaging of the Council's asks and approaches, as well as a common understanding of where compromise on the strict application of all policy requirements (e.g. affordable housing vs open space vs social infrastructure) is required to ensure successful delivery and the best overall outcome.</p>			
13	Place and Priority setting	Place-shaping could be accelerated and supported by maximising the opportunity of working in closer partnership with the Hertfordshire Local Enterprise Partnership (LEP).	<p>Establish regular meetings with LEP.</p> <p>Partnership working should also extend to other key local partners such as Hertfordshire County Council, LGCHF, settle, First Garden Cities Homes, neighbouring</p>	<p>Leader Deputy Leader Managing Director</p> <p>Relevant Executive Members and Service Directors</p>	Ongoing	<p>We are feeding into an accelerated housing programme as part of the Hertfordshire Growth Board work.</p> <p>Engagement has begun with Hertfordshire LEP on potential future opportunities for the</p>

			<p>authorities. England's Economic Heartland and national partners such as Homes England etc</p> <p>Clarity of a common narrative and agenda will enable discussions and engagement to be undertaken with confidence.</p>			district through the NEC strategic planning work.
14	Leadership of Place	A clear narrative for place is needed to support partners and staff in understanding how they can better contribute towards outcomes and assess strategically how resources can be deployed for maximum impact.	Agreed. The focus will be on an issue that unites the whole district, for example sustainability, emphasising co-operation between settlements rather than competition. The narrative needs to be carefully prepared in order to enable the Council to provide a focus for the District and not inhibit our ambitions.	Executive Members Leadership Team	Post Local Plan, Post-pandemic	Linked to Key 3 above, which needs to be determined first. Once that narrative is determined, it will inform our response to this recommendation.
15	Leadership of Place	Councillors should be leading the way as brand ambassadors, 'selling' the district and promoting what is good about North Hertfordshire	Agreed.	All Councillors Communications Manager	Delayed due to pandemic	<p>To be considered as part of the coronavirus recovery communications plan. Communications manager will explore ways of utilising councillors in a programme of positive PR opportunities.</p> <p>This recommendation is also linked to the development of place narrative and the</p>

						promotion of that once adopted.
16	Leadership of Place	Feedback regarding consultation from Citizens Panel representatives regarding consultation specifically and the future of the district generally	<p>The consultation strategy is due to be reviewed in 2020 and the comments will be considered during that review</p> <p>The points regarding the future of the district to be explored further as we develop the clear place narrative</p>	Leader Communications Manager	Consultation strategy review delayed to 2021 due to impact of pandemic on workloads	<p>This has been delayed due to work priorities of the communications team during the pandemic.</p> <p>Initial scoping meeting to be held with Leader and Executive Member Community Engagement in Spring 2021.</p> <p>Draft strategy will be consulted on with the Citizens Panel and previous comments will be taken into account.</p>
17	Leadership of Place	More can be done to actively inform citizens of the work NHDC has delivered and how their council tax is being invested.	Agreed. We will look to see what others do that we do not already provide	Leader Deputy Leader Communications Manager	Ongoing	<p>As part of the review of the Financial Management Code, it has been agreed to publish an Outlook article on how the Council delivers Value for Money. To be published in July 2021 edition.</p> <p>Ongoing programme of public information is to be developed.</p>
18	Leadership of Place	Ensure the differences in places, main settlements and villages are recognised in policy making	Agreed, provided those differences are used to build a stronger whole rather than being used to divide and create competition within the district.	Executive Members Leadership Team	Ongoing	<p>This approach is embedded within the emerging Local Plan policies.</p> <p>Better understanding of our district through data analytics and census results will inform our approach.</p>

19	Organisational Leadership and Governance	There needs to be clarity about the roles and responsibility of officers and members.	Agreed and has already been subject to a development session between the administration and the leadership team. Further consideration will be given to how to clarify the roles and responsibilities	Executive Members Leadership Team	Ongoing	<p>We are creating Councillor videos for virtual induction sessions. This will move back to Councillors attending staff inductions when we can be face-to-face again. The induction will also cover an introduction to Local Government and the role of Executive Members.</p> <p>We will continue to run and promote in-house Political Sensitivity training for relevant staff. We have also previously used LGIU training for Senior Managers, so will look again at that and similar options. This will be explored further through the shaping our future programme.</p> <p>Following elections, Members are supplied with the following link to the LGA website regarding the role of a Councillor and are encouraged to look at the Councillor workbooks on that page https://www.local.gov.uk/our-support/guidance-and-resources/councillors-guide-201718/councillors-role]</p>
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						<p>One of the workbooks includes effective Councillor Officer relations.</p> <p>The Member induction programme has been developed in partnership with the Learning and Development Member Champions who have requested a session where newly elected Members can meet and talk with more experienced Members to provide guidance on the role/ responsibility/ expectation of being a Councillor.</p> <p>The LGA could be approached to provide a more formal session to complement their Councillor's Workbook on Effective Councillor/Officer Relationships.</p>
20	Organisational Leadership and Governance	There is an opportunity to involve staff more in the development of the new organisational development and people strategy.	Agreed, it was always the intention that the Shaping Our Future programme would include widespread consultation at all stages and this was agreed by Political Liaison Board prior to the Corporate Peer Challenge	Service Director Resources	From September 2020	<p>Initial staff workshops were held in October 2020, which saw really good levels of staff engagement.</p> <p>A structure has been established for Shaping our Future that seeks to enable and</p>

						encourage ongoing involvement.
21	Organisational Leadership and Governance	Peers identified an opportunity to use the RPR process to gather information on career development (as done by other councils) and see career aspirations and personal development as an ongoing conversation as people's circumstances, positions and aspirations frequently change.	This is already a component of the RPR process, therefore no action required beyond reminding managers of approach to RPRs	Learning and Development Manager	Ongoing support provided to Managers to help them use the RPR process as described	Manager/ employee conversations are likely to be more short-term focused currently, but the format will enable longer term discussions too.
22	Organisational Leadership and Governance	All learning and development should be aligned to the emerging organisational development plan and council plan delivery.	Agreed, to the extent that it does not prevent the individual development requirements of staff and members. This will be explored as part of the Shaping Our Future programme	Service Director Resources	From September 2020	Shaping our Future is providing an ongoing link between learning and development and overall strategy.
23	Organisational Leadership and Governance	It is recommended that the emerging organisational development strategy identifies the future skills and behaviour	Agreed, this was always the intention	Service Director Resources Member Training Champions	From September 2020	This will be linked to the various themes that are emerging through Shaping Our Future.

		requirements and identifies how those skills and capabilities will be developed across the workforce, either in job design, specific learning interventions or other approaches to ensure skills acquisition keeps up with pace and change of organisational priorities.				
24	Organisational Leadership and Governance	As an integral component of future organisational performance, it is recommended that there is an increased focus on management and political oversight of learning & development (for both officers and members) with regular reporting and assessment of impact and readiness e.g. being ready to cope with future increased planning applications post-Local Plan.	Agreed, the mechanism for oversight will be considered as part of setting up the Shaping Our Future programme and the monitoring of its impacts	Executive Members Leadership Team Learning and Development Manager	From September 2020	Shaping our Future is providing an ongoing link between learning and development and strategy. Member training champions provide an oversight of councillor learning and development.
25	Organisational Leadership	The peer team recommends that there	Agreed, this was planned to be part of the development	Leader Deputy Leader	Ongoing	This is being taken forward through regular staff briefings

	and Governance	is a focused period of time where all staff have the opportunity to understand the direction of the council and the council plan and ensure there is an increased outward-focus for the organisation to help staff to make the shift to understanding the place-shaping agenda and NHDC's role in facilitating curation of place.	of the Shaping Our Future programme	Managing Director		and monthly half day sessions for learning and development, which give staff space to understand the strategic aspirations and direction of the Council. Further work on this will be undertaken post-pandemic as we develop the recovery plan and place narrative.
26	Organisational Leadership and Governance	Staff reflected that they would like to see more of the Chief Executive and leading more of the internal communication forums.	We have made improvements to the visibility of the leadership team and will continue to look for ways to further improve, in particular as the new Managing Director post develops	Managing Director Communications Manager	Ongoing	Prior to lockdown, Service Directors (SDs) were all featured in Insight and took slots at staff briefings. Since working from home, we have introduced zoom staff briefings, also streamed on YouTube and video content for the Managing Director's foreword in the staff magazine 'Insight'. Regular global emails from MD and SDs have been sent to offer reassurance to staff and MD has adopted a more informal and engaging tone to communicating with staff.

						<p>A communications plan for when staff return to DCO will include our approach to ensure the visibility of leadership team.</p> <p>The impact of this work will be monitored through regular staff surveys.</p>
27	Organisational Leadership and Governance	<p>The peer team were surprised that only low / negative PI's were debated at O&S and those reports were shared publicly. Publishing positive performance alongside amber and red performance would provide the public with a rounded summary of performance, allowing NHDC to outwardly celebrate what is being delivered to agreed performance levels.</p>	Agreed. Reports will reflect this going forwards	Chair and Vice Chair Overview and Scrutiny Committee Controls, Risk and Performance Manager	Completed March 2020	
28	Organisational Leadership and Governance	Peers understand that the full performance report is sent to councillors one month before O&S to provide the opportunity for requesting the appropriate lead	Agreed. Chair of Overview and Scrutiny to remind committee members of this opportunity	Members of Overview and Scrutiny Committee Controls, Risk and Performance Manager	Completed and now incorporated in to regular performance indicator e-mail, from March 2020	

		executive member and officer to attend O&S to be accountable for questioning. This opportunity has never been requested and should be used in order to strengthen the debate and challenge at O&S.				
29	Financial Planning and Viability	<p>There is a strong need to ensure there is an agreed risk framework shared between officers and members in order to maximise performance and outcomes and ensure the commercial team begins to deliver benefits.</p> <p>The peer team recommends that NHDC defines its approach to risk within the context of the council being more outward facing and ambitious for place, as well as being aligned to the council plan.</p>	<p>The Council updated its Risk Management Framework in March 2020</p> <p>Agreed that there needs to be a strategic approach to the Council's risk appetite, also noting the Peer team's recommendation to 'be brave'. A strategic discussion around risk will be facilitated at the Political Liaison Board, as this is felt to be more of an issue of attitude rather than policy. A review of some existing practices may be needed to achieve this, as it is arguable these have not facilitated the required culture to date.</p>	<p>Leader Deputy Leader SD Resources</p>	<p>Framework Complete</p> <p>Ongoing</p>	<p>PLB session on risk took place and provided an interesting discussion.</p> <p>Focus on the pandemic has affected the opportunities to explore this further in the short term.</p>

30	Financial Planning and Viability	Peers questioned if commercial plan business cases were taking into account non-cash benefits such as increased social value / outcomes, affordable homes, zero carbon homes and not just solely on financial returns.	Business plans do take into account non-cash benefits, although the financial situation of the Council means financial returns have to be prioritised. We will review our approach to ensure we are happy with the balance being taken.	Executive Member Enterprise and Co-Operative Development SD Commercial		Social value has been added into the evaluation process for business cases. This was completed in November 2020.
31	Financial Planning and Viability	The council should invest some reserve budget into funding the transition to the new council plan and making early investment in capacity to deliver place shaping and transformation, inside and outside the council.	Agreed, to set a “target level” of reserves that provides greater flexibility to fund transformation that aligns to Council priorities. Subject to understanding the impact of the COVID-19 pandemic on our financial reserves and future reserve baseline	Executive Member Finance and IT SD Resources	Initial investment in transformation programme. Review post-pandemic	See linked recommendations above. This may not now be affordable, due to impact of the pandemic on finances.
32	Financial Planning and Viability	Peers questioned whether a statutory / discretionary service and base-budget review is the priority for delivering transformation. The team recommend that starting with the customer and aligning the council plan objectives with the	The Council will consider its approach to the reviewing the budget, which has been complicated by the COVID-19 pandemic and delays to the Comprehensive Spending Review and the delay to work on a medium-term funding settlement until 2021/22 (for years from 2022/23 onwards)	Executive Member Finance and IT SD Resources	Budget Challenge Process commenced. To continue in to 2021/22 and incorporate public consultation	During Autumn 2020 we conducted a challenge board process with each directorate to review budgets. This process is ongoing and has included strategic discussions about the future operation of the Council. See also Key 2 above for further information.

		MTFS is a more appropriate point to initiate the design of and impact on services.				
33	Capacity to Deliver	Although the introduction of new technologies was viewed as positive, the peer team recommend that the council ensure this approach fits within the strategic context and is sustainable after the IT graduate resources have left their placement.	Agreed. This will be a consideration for the transformation team to ensure work undertaken is sustainable	Executive Member Finance and IT SD Customers	Transformation programme from October 2020	Transformation team is in place and work is underway. Required outcomes of the programme include making it part of business as usual after the programme ends.
34	Capacity to Deliver	NHDC would benefit from an agreed target operating model (TOM) which would support an overall approach to how operational services are delivered. A TOM would support closing the gap between customer experience, ensuring that services have a common look and feel, supporting customers to navigate around services with more independence and	The Council has been progressing work in this area for some time, particularly in relation to digital interaction with the Council. For example, customer and member portals have been procured and will be implemented during 2020. This recommendation will be considered when setting the objectives for the transformation programme	Leader Deputy Leader Managing Director	From October 2020 onwards	TOM to be considered as part of post-pandemic recovery plan. It is important that we ensure that this adds to the customer experience and provides something useful. A new Council website will be launched later in 2021 as the current website will shortly become unsupported. This gives an opportunity to develop our response to this recommendation, linking the look and feel of the new website to how we present ourselves as an organisation,

		decreasing more costly and avoidable demand.				<p>including refreshed brand style and corporate identity guidelines.</p> <p>The Customer portal has been launched with initial features, and further functionality is to be added.</p> <p>Discussions are underway as to how we can ensure we provide customers with a more consistent experience across different departments.</p>
35	Capacity to Deliver	Project and programme management resourcing and planning could be improved as peers identified that resources and timescales were often underestimated, resulting in projects being delayed and staff having to manage the pressure of delivering day-to-day operational requirements whilst taking projects forward.	It is worth noting that whilst there may have been delays on some of the Councils most complex and high-profile projects, many progress without issue. The resourcing of projects is considered on a project by project basis and with the change to a single Managing Director post we recognise that this has resource implications for delivering projects. The Council has a pool of trained project managers with different skills and experience and we will look at that pool to see if there is a suitable project manager, whether	Executive Members Leadership Team	Ongoing	<p>Service Director Transformation post has been created, with support of a small team to project manage and deliver the transformation programme. This provides an example of how we are likely to need to approach projects in the future.</p> <p>The Commercial Team has recently (January 2021) set up Business Partners to work with specific departments. The aim of the Business Partners is to work closely with departments and assist with projects that have a commercial approach. It is hoped this will allow projects to be implemented where</p>

			they are within the commissioning department or not. This will also give the opportunity for staff to broaden their experience of different areas of the Council. This recommendation and the recommendations of the independent review of the District Wide Museum project will be considered as projects are established			previously there was not the resource to undertaken them.
36	Capacity to Deliver	The peer team recommend that the organisational development plan addresses the future skills needs and supports staff, managers and leaders in building the required place-shaping capacity at a strategic level.	Agreed, this was always the intention for the Shaping Our Future programme	Service Director Resources Member training champions	From September 2020	Ongoing as part of Shaping Our Future programme
37	Capacity to Deliver	The peer team suggest that there could be a pooling of roles with generic, flexible skills that could move around the organisation where the work dictates. This pool could operate as a corporate transformation	A transformation team will be established to support a new Director of Transformation, initially to deliver the transformation programme on a time limited basis funded from reserves. Once the initial programme is concluded further consideration will be given to	Managing Director	Transformation team from October 2020	Our pandemic response has shown flexibility within teams, shifting priorities and work around in order to support services under pressure. The transformation team has been created as a central resource pool to deliver the transformation programme,

		resource pool and be assigned to projects through a programme management approach.	this recommendation, as it clearly has financial implications given the budgetary pressures on the Council.			with the aim of making that work business as usual by the end of the programme.
38	Planning Committee	Have planning training provided by an external trainer with broad experience, to aid understanding of the National Planning Policy Framework (NPPF) and what are material planning considerations.	Agreed. An ongoing training programme will be developed for members and officers, to cover the planning basics plus new policies and specific areas of interest and relevance. Initial contact has already been made with Planning Advisory Service (PAS) for web-based training in light of social distancing restrictions. Training will also be considered for other groups such as Parish Councils.	Planning and Conservation Manager Member training champions	Completed October 2020	Members resolved on 9 July 2020 'That training be a requirement for elected Members who wish to take part in the planning process.' A Member champions MIS setting out training was issued on 14 July 2020. A programme of three training sessions provided by PAS was completed by October 2020. One specifically for the Chair and Vice Chair and two for Committee and all Members. Additional session(s) will be held in Spring 2021 for the Parish Councils.
39	Planning Committee	Submit 'issues paper' to the planning committee early in the process so officers are aware of the concern's members want addressing. This will ultimately lead to less deferrals.	Agreed for major and strategic applications and must go on website for public scrutiny. Members need to identify issues in advance of the Committee so they can be addressed in advance of the application being heard. This will allow engagement	Planning and Conservation Manager	To be considered further post local plan	A discussion has been held with Executive and Deputy Members, all Members are encouraged to discuss concerns with the case officer or via the Executive Member. Upon adoption of Local Plan when strategic sites become

			with the applicant to seek to limit deferments and any refusal to extend the statutory deadline.			<p>fixed, consideration of raising 'issues' will be agreed.</p> <p>The Principal Strategic Planning Officer emails relevant ward councillors and invites them to be briefed with regard strategic applications.</p> <p>Master planning approach will allow early identification of issues on strategic sites and the ability to route map solutions.</p>
40	Planning Committee	Arrange specific training for the Chair and Vice Chair of planning committee as they have a key role, and this will support the development of a strongly led committee.	Agreed, see above comments regarding training generally for the Committee. Additionally training on chairing meetings has been identified for Chairs and Vice Chairs.	Planning and Conservation Manager	Post Annual Council and appointment of chair and vice chair, however timescales may not allow external training to be implemented prior to the first planning committee in the new civic year.	Completed by PAS in September 2020, please see 38 above.
41	Planning Committee	Lessen the number of call-ins by tightening up criteria for a call-in. Give reasons related to material planning considerations only, not simply in the "public interest" which is too vague and raises	Proposal to Full Council to tighten the criteria, to be supported by training for all councillors on appropriate use of the call-in procedure. Planning Advisory Service (PAS) training can include this item, important as current objections from a Parish Council require Ward	Group Leaders Monitoring Officer Planning and Conservation Manager	Completed in June 2020 constitution review	

		objectors' expectations for refusal.	Councillor support and the training should reinforce that public interest is not a planning ground for call in.			
42	Planning Committee	Consider starting meetings earlier. Members and officers are not performing at their best at late night meetings after a full day's work and there is an increased risk of challenge from applicants if it was perceived that an application had been rushed because of a long meeting.	Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors. Alternative of allowing officers to attend meetings virtually from home to be explored It is proposed that this is reviewed once the other recommendations have been implemented regarding call ins, issues paper, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.	Group Leaders Monitoring Officer	Considered during 2020 constitution review. Complete on basis that Members have decided not to implement it	
43	Planning Committee	Consider reducing the size of the planning committee.	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Reduced to 12, completed in June 2020 constitution review	
44	Planning Committee	Produce supplementary report to table on evening of the planning committee that updates	Agreed, noting may still need some verbal updates if any last minute changes after publication of supplementary	Planning and Conservation Manager	Consideration needs to be given to any timing of this as representations are	Discussion held with Executive Member and Deputy that this will be on an exception basis where there are significant

		members on changes / updates since publication of report. Currently there is a verbal update at committee which is time that could be saved.	report which would need to be published the day before the Committee to allow participants time to read it. Tabling a supplementary report at the Committee will simply replace time taken for verbal update with reading time.		often received in the days leading up to a committee so would still require verbal updates. Also, Committee Members require time to consider the update report.	updates to be provided, given this predominately relates to large applications and verbal updates would still be required.
45	Planning Committee	Have specialists at planning committee for example, highways officers where there are highways issues.	<p>Agreed and this already occurs where possible, subject to the availability of those specialists who may not be employed/contracted by the Council.</p> <p>Alternative of allowing external specialists to attend meetings virtually to be explored.</p> <p>Consideration will be given to including sessions with specialists as part of the training programme, so that their role and input is better understood</p>	Planning and Conservation Manager	Complete, this is a regular situation where required	Virtual / hybrid meetings has and will make this easier and more accessible.
46	Planning Committee	Strong and clear legal advice can help.	Agreed. A Planning Control Committee decision aide memoire has already been agreed with the Chair, Vice Chair, Group Leader and relevant officers to assist.	Service Director Legal and Community/ Legal Regulatory Manager	Ongoing	An MIS note was circulated in February 2021 (following Chair PCC consultation) regarding post PCC decisions and debate of these in other formal public meetings.

47	Planning Committee	Strong chairmanship of committee required, especially post Local Plan.	Agreed. Chair and Vice Chair will receive the planning training and chairing training referred to above.	Chair and Vice Chair of Planning Control Committee	Ongoing	The current Chair is managing the meetings very well and has benefited from the PAS training. We need to ensure future chairs learn from approach taken.
48	Planning Committee	Committee reports - Highlight in bold the key material planning considerations.	Report template to be reviewed to ensure material planning considerations are clear to reader	Planning and Conservation Manager	Aim for new civic year 21/22	Review of template has been delayed due to the current pandemic. This will take into account recent external training and will seek best practice examples from PAS.
49	Planning Committee	Committee reports - Location plan to show wider context.	Agreed. Will be included in review of report template	Planning and Conservation Manager	Aim for new civic year 21/22	Linked to 48 above
50	Planning Committee	Committee reports - Training will help understanding of the key points.	Agreed. Review of template to be undertaken prior to training so that it can be included. Training can be delivered by officers as part of the training programme.	Planning and Conservation Manager	Aim for new civic year 21/22	Training to follow implementation of 48 and 49 above
51	Planning Committee	Have up to date council plan and supplementary planning documents.	Council Plan is reviewed annually each summer SPDs will be reviewed post conclusion of Local Plan Examination	Executive Member Planning and Transport SD Regulatory	Post Local Plan	Local Plan still progressing through Examination process, latest sessions in February 2021.
52	Planning Committee	Cabinet member or Leader to speak in support of applications at planning committee that support the Council's priorities and	Agreed, where it is appropriate	Leader and/or Executive Member	Ongoing	Will keep under review as relevant applications come forward

		where the specifics would amount to a material planning consideration.				
53	Overview and Scrutiny Committee	Executive members should lead at O&S and be visibly accountable for decisions and performance.	Agreed as recommendation	Executive Members	Completed, has become standard practice.	
54	Overview and Scrutiny Committee	Future meetings would benefit from taking a longer-term view of the key issues for the district (not just focussing on the next immediate meeting), fewer, more targeted agenda items, and be focused on key areas informed by performance reports and a forward work plan. Fewer agenda items will support more allocated time for meaningful scrutiny and related debate.	Agreed. To be taken forward as part of the training for the committee members	Chair and vice chair of O+S Scrutiny support	Ongoing	This is a matter for the Chair, scrutiny support and the Committee to take into account during their work planning discussions.
55	Overview and Scrutiny Committee	The current membership of O&S was considered to be too large and would benefit from reducing	Proposal to Full Council to reduce Committee size to 12	Group Leaders Monitoring Officer	Reduced to 12 and completed in constitution review June 2020	

		from 15 members to 11 or 9.				
56	Overview and Scrutiny Committee	It is recommended that all O&S members undertake formal training to ensure a robust base of skills and expertise can be deployed in the O&S environment.	Formal scrutiny training has previously been provided to the Committee, but given changes to committee membership agree it makes sense to put in place further training and ensure that any new members receive training in the future	Chair and Vice Chair of O+S Scrutiny support Member training champions	Ongoing	No action taken as yet. Need to consider format and whether internal or external training. To be discussed with Member L&D Champions.
57	Overview and Scrutiny Committee	Use the task and finish programme to support early engagement and involvement with policy making.	Agreed. To be taken forward by the Leader (on behalf of Cabinet) and Chair and vice chair of Overview and Scrutiny, to discuss work programme	Leader Chair and Vice Chair of O+S Scrutiny support	Ongoing	An initial meeting has taken place between the Leader/Deputy Leader and the Chair and Vice-Chair of O&S. A further meeting is to be arranged.
58	Overview and Scrutiny Committee	It is recommended that finish times should be agreed in the constitution and meetings end promptly at those times. There was a concern around individual personal effectiveness, accessibility, external public perception and health & safety / personal welfare of both members and officers from such	Moving meeting times is not supported politically at the current time due to concerns it may dissuade people with caring responsibilities from standing to be Councillors. Alternative of allowing officers to attend meetings virtually from home to be explored A 'guillotine' provision on committee meetings is not supported politically at the	Service Director Legal and Community Member training champions	Changes to meeting times was not agreed. Have virtual meetings at the moment and will be exploring hybrid meetings when feasible. Considered during 2020 constitution review. Complete on basis that Members have decided not to implement it.	

		excessively long and late meetings.	<p>current time due to concerns it might stifle debate. It is proposed that this is considered once the other recommendations have been implemented regarding work programme, training and chairing of meetings to establish whether it remains an issue or has been resolved by other action.</p> <p>Training is provided to Chairs and Vice Chairs, but this could be reviewed to ensure that Chairs and Vice Chairs are able to confidently manage meetings to ensure they proceed in a timely manner</p>			
59	Overview and Scrutiny Committee	Peers recommend clarification of the governance arrangements between O&S and cabinet panels.	Proposal to Full Council to clarify relationship	Group Leaders Monitoring Officer	Amendments made, completed in constitution review June 2020	
60	Overview and Scrutiny Committee	Ensure the O&S forward work plan includes scrutiny of external partners and contractors as a contribution to the leadership of 'place'.	Agreed as recommendation	Chair and Vice Chair of O+S Scrutiny support	Immediate Ongoing	This is a matter for the Chair, scrutiny support and the Committee to take into account during their work planning discussions.

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CABINET
16 MARCH 2021

PART 1 – PUBLIC DOCUMENT

TITLE OF REPORT: LOCAL PLAN IMPLEMENTATION

REPORT OF: IAN FULLSTONE, SERVICE DIRECTOR - REGULATORY

EXECUTIVE MEMBER: CLLR PAUL CLARK, EXECUTIVE MEMBER FOR PLANNING & TRANSPORT

COUNCIL PRIORITY: RESPOND TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY / SUPPORT THE DELIVERY OF GOOD QUALITY AND AFFORDABLE HOMES

1. EXECUTIVE SUMMARY

The purpose of this report is to review previous resolutions and to recommend a revised programme of work to support the implementation of the new Local Plan.

2. RECOMMENDATIONS

- 2.1. That the North Hertfordshire Masterplanning Guidance, attached as Appendix A, is approved and recognised as a material consideration in the determination of relevant planning applications
- 2.2. That officers are authorised to commence work on a revised and updated programme of Supplementary Planning Documents and supporting evidence as set out in this report.
- 2.3. That to support recommendation 2.2, Cabinet:
 - a. Resolve not to pursue the preparation of a Community Infrastructure Levy for the District at this time; and
 - b. Authorise the reprofiling of existing, approved revenue budgets for Community Infrastructure Levy (£87,000) and the potential Single Issue Review of the Local Plan (£80,000) to deliver this work

3. REASONS FOR RECOMMENDATIONS

- 3.1. To ensure that resources are used most effectively to support the implementation of the new Local Plan for North Hertfordshire and to improve delivery upon corporate priorities relating to place leadership and the declared climate change emergency.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. Officers are of the view that the approach set out in this report is the most reasonable alternative. The progress of the Local Plan is subject to a separate report to this meeting. This sets out that the Examination is now at an advanced stage. Without prejudice to the forthcoming consultation or the Inspector's final report, the Council now needs to take tangible steps to ensure that the Plan, as presently proposed to be modified, can be successfully implemented.
- 4.2. It is important that the issues set out in this and other relevant reports to this cabinet meeting are viewed holistically. However, Members could determine to (individually or in combination):
- Continue to proceed with the currently approved suite of Supplementary Planning Documents (SPDs);
 - Request the production of further SPDs on particular issues they identify;
 - Resolve that a Community Infrastructure Levy is developed and implemented for the District at this time;
 - Continue to contemplate a focussed review of the Local Plan post-adoption to reflect emerging or adopted actions or priorities relating to climate change;
 - Retain the currently identified budgets for either or both of the above;
 - Identify and support the provision of additional resources to pursue (any combination of) pre-existing commitments and the recommendations in this report; and / or
 - Defer decisions on any or all of these matters until such time as:
 - i. the Examination of the Local Plan concludes;
 - ii. Full Council has resolved whether to adopt the new Local Plan; and / or
 - iii. There is greater clarity over the Government's intentions on matters including (but not necessarily limited to) design, building regulations and / or planning reform.
- 4.3. These options have been considered as part of a comprehensive review of resources, priorities and next steps. Further information relating to these matters are set out in this report.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Executive Member and Deputy are regularly kept up to date on strategic planning matters at fortnightly briefings.
- 5.2. A Local Plan Project Board was set up in February 2016 to provide the necessary strategic guidance and direction for the production and implementation of the Local Plan within the Council. Project Board, along with the joint chairs of the Council's Cabinet Panel on the Environment, were consulted prior to the publication of the recommendations in this report.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision that was first notified to the public on 5 February 2021.

7. BACKGROUND

The Local Plan

- 7.1. Members will be aware of, and familiar with, many of the issues surrounding the Local Plan from the regular Strategic Planning Matters reports and the reports to the Cabinet and Full Council meetings of 17 April 2017, 10 December 2018 and 08 October 2020 as well as the earlier report to this meeting.
- 7.2. As well as progressing the new Local Plan to the conclusion of its examination and a decision upon its adoption, it is essential for the Council to consider how it will subsequently ensure successful implementation of the Plan's strategy. It is also of critical importance to consider how implementation of the Plan can support and deliver upon other key Council priorities.
- 7.3. The proposed Further Main Modifications are subject to a separate report to this meeting. However, for the purposes of this report, Members are reminded that the proposed Further Main Modifications are not anticipated to propose substantive alterations to the housing development strategy contained in the Plan submitted for examination in June 2017, beyond changes to the anticipated timing and phasing of new development reflecting the passing of time. Should the Plan as currently proposed to be modified proceed to adoption it will require a significant uplift in housing delivery over the coming decade and beyond. It will also require successful and simultaneous delivery of numerous significant and strategic developments around the District's main towns and villages.
- 7.4. Delivery of such growth in a sustainable, well planned and designed way that delivers the Council's local plan policies, corporate priorities and existing and emerging statutory obligations will require new ways of working. This will need to be pro-active and place and masterplan led and supported by a collaborative, co-ordinated, and corporate approach across the Council as well as working closely with Hertfordshire County Council and other key service providers. This reflects the key recommendations of the 2020 Peer Challenge exercise. Many other local authorities, including the District's immediate neighbours, are adopting masterplan-led approaches to support sustainable communities where there is significant housing growth to deliver. This allows councils with their communities to meaningfully shape proposals.
- 7.5. Current practices in North Hertfordshire are built around the Development Management approach. This reflects the absence of strategic growth proposals within the District over a number of years with the development of Great Ashby being the last example of development at scale in North Hertfordshire. However, this is often a reactive process as issues are identified and discussed on a case-by-case basis in response to the submission of individual (pre-)applications. Taking an active, placemaking lead prioritises the collaborative identification of key issues to be resolved and masterplanned in advance of the formal planning process.

Existing resolutions and commitments relating to implementation of the Local Plan

- 7.6. In July 2017, Cabinet considered a report outlining a recommended approach to the production of supplementary guidance to support the new Local Plan. Supplementary Planning Documents (SPDs) can set out additional detail on policies in the Plan but cannot themselves set new policy. An adopted SPD must relate to an adopted Plan policy. Within a wide-ranging report, Cabinet resolved that the new Local Plan should be supported by suite of three SPDs on:
- Developer Contributions
 - Design; and
 - Parking and Transport
- 7.7. A draft Developer Contributions SPD was presented to Cabinet in January 2020 and published for public consultation. In July 2020 a proposed final version of the SPD was considered taking into account the consultation responses. Cabinet resolved that this version of the SPD was adopted subject to the adoption of the new Local Plan within twelve months of the decision (i.e. by July 2021).
- 7.8. At the time the draft Developer Contributions SPD was presented, Cabinet additionally requested that officers reconsider the case for introducing a Community Infrastructure Levy (CIL) for new development in the District.
- 7.9. CIL effectively operates as a flat-rate 'tax' levied upon qualifying development based on the amount of floorspace being provided. It is collected on an authority-wide basis. However, unlike site-specific legal agreements, there is no guarantee at the point of the planning decision that monies will be spent on any particular matter or project relating to that planning application.
- 7.10. Cabinet requested that the CIL review be reported back to Cabinet before the end of the 2020 calendar year. Due to the delays in the Local Plan examination it was not possible to meet this timescale but the review is now presented as part of this report.
- 7.11. A draft of the Design SPD was considered by Overview and Scrutiny committee in September 2020. O&S requested additional time to consider the SPD and that further information be provided in the SPD prior to public consultation. This version of the SPD has yet to be presented to Cabinet. Given the significant and ongoing changes in national guidance relating to design since this meeting (see below), this SPD has yet to be re-presented.
- 7.12. Work has yet to commence on the Parking and Transport SPD.
- 7.13. In February 2020, Councillors approved the 2020/21 budget. This included an approved revenue growth bid for £80,000 funded over two years for a potential focussed review of the Local Plan post-adoption to reflect any new policies arising from the Council's declared climate emergency and associated work. Work on any review cannot take place until the current Local Plan examination concludes and a decision is taken on adoption of the Plan. In February 2021, Councillors approved the 2021/22 budget which included a carry forward of this funding.

7.14. In July 2020, Cabinet approved its updated Housing Delivery Test Action Plan as required by Government in response to their housing delivery requirements. This included specific actions aimed at ensuring corporate readiness to deliver the growth contained in the new Local Plan (Theme 2 of the Action Plan) and facilitating development and economic recovery following Covid-19 (Theme 3).

Other corporate commitments

7.15. The Council declared a Climate Emergency in 2019 and all actions of the authority should be viewed in the context of this declaration. A Climate Change Strategy and Action Plan was approved in January 2020. An update to that strategy is considered in a separate report to this meeting and preceding this decision. Both that and this report contain further detail on how officers have worked to align recommendations with the aims and priorities of the Climate Change Action Plan to address the emergency. The budget bid in **paragraph 7.13** above was initially made in response to the climate change agenda recognising that the detailed scope of any actions remained to be determined.

7.16. In July 2020, Cabinet approved the Peer Challenge Action Plan following the Corporate Peer Challenge (CPC) process undertaken at the start of that year. In broad terms, the recommendations arising out of the CPC included:

- Broadening the Council's focus to an ambitious place-shaping agenda;
- Aligning resources, policies and capacity to achieve priorities; and
- Developing a narrative for place.

7.17. An update on the CPC is reported separately to this meeting.

7.18. The planning and delivery of significant developments cuts across Council directorates and other pre-existing commitments will also be of relevance, such as the March 2020 Cabinet resolution to update the Council's Green Space Strategy, as well as the approaches taken to other matters and services such as asset management or leisure.

Government policy and guidance

7.19. The new Local Plan has been prepared to conform with national planning policy (the NPPF) as it stood at the time of the plan's submission for examination¹. There have been numerous proposals and changes since submission of the Plan for examination in 2017. It is important to have regard to these in considering the (continued) appropriateness of resolutions and decisions aimed at supporting implementation of the Plan. The following are highlighted as being of particular relevance to this report.

7.20. At the time of the Plan's preparation, Government rationalised the standards that Local Plans could set in relation to new buildings. These focussed upon published technical standards relating to the size of new homes, water efficiency and accessibility. All of these standards are contained within the new Local Plan. At the same time, the Government set out its intention to remove authorities' right to set energy efficiency measures through plans. However, this change was not enacted meaning authorities can presently set energy efficiency requirements through policy to a maximum of a 19%

¹ At examination, the Plan is assessed against the original (2012) version of the National Planning Policy Framework and associated Planning Practice Guidance.

improvement on CO₂ emissions above current building regulations. This is not included within the new Local Plan.

- 7.21. In October 2019, the Government consulted upon its proposed Future Homes Standard (FHS) which set out a pathway to a significant increase in building efficiency requirements through Building Regulations. It again asked whether the ability of local authorities to set efficiency requirements through planning policy should be restricted. The Council responded to this consultation objecting to this proposal, as reported to Cabinet in the Strategic Planning Matters report of March 2020.
- 7.22. Government has recently indicated in its response to the Consultation that it will not be restricting local authorities ability to set local standards in the short term but the forthcoming response to the Planning White Paper will clarify the longer term role of planning and local authorities in determining local energy efficiency standards. Government intends to introduce the necessary legislation to the FHS in 2024 ahead of its implementation in 2025. An interim uplift is to be introduced in 2022, reducing CO₂ emissions by 31% measured against current Building Regulations (i.e. above the planning cap).
- 7.23. In August 2020, Government consulted on its Planning White Paper. This set out a proposed range of ambitious reforms to the planning system “*to streamline and modernise the planning process, bring a new focus to design and sustainability, improve the system of developer contributions to infrastructure, and ensure more land is available for development where it is needed*”. Among its proposals, this consultation asked for views on the introduction of upfront masterplanning of new development as part of the plan-making process and a nationally set planning levy on new development that might replace the existing system of legal agreements and locally set Community Infrastructure Levy. The Council’s response was reported to Cabinet in the Strategic Planning Matters report of December 2020. The Government has said it will outline the next steps in Spring 2021.
- 7.24. The Government is strengthening national planning policy on design quality. The updated NPPF 2019 – which is already used for planning decisions - states that the creation of high-quality buildings and places is fundamental to what the planning and development process should achieve (para 124).
- 7.25. In 2019 the Government also published its own National Design Guide which provides a clear definition of what good design is under 10 characteristics. The government expects the National Design Guide to be used in the assessment of design in planning applications and to support any reasons for refusal on design grounds. In January 2020 the Building Better Building Beautiful Commission (BBBBC) published its final report Living with Beauty and made a series of recommendations on improving design standards.

7.26. The Government responded to the BBBBC report in January 2021 and key recommendations it will be taking forward are:

- Ensuring that new development is of high-quality design and carried out with greater community consent including making beauty and place-making a strategic policy in NPPF;
- Putting an emphasis on approving good design and refusing poor quality schemes;
- Asking local planning authorities to produce their own design codes;
- Aiming for new streets to be tree-lined; and
- Improving biodiversity and access to nature through design

7.27. These aims are reflected in the current consultations on draft revisions to the NPPF and a new draft National Model Design Code which include:

- Requiring all local planning authorities to prepare design guides or codes consistent with national guidance and which reflect local character and design preferences;
- That planning policies and decisions should place significant greater emphasis on the provision and long-term retention and maintenance of trees; and
- That larger-scale development should be accompanied by clear expectations for the quality of place and ensure the use of appropriate tools such as masterplans and design codes to secure a variety of well-designed and beautiful homes to meet the needs of different groups in the community.

7.28. The Environment Bill was published in January 2020 it is anticipated to become law later in 2021. The Environment Bill 2020 sets out how the government plans to protect and improve the natural environment in the UK and address the environmental and climate change crisis. It will act as one of the key vehicles for delivering the Government's 25 Year Environment Plan

7.29. Amongst many measures the draft Environment Bill introduces a mandatory requirement for biodiversity net gain in the planning system, to ensure that new developments enhance biodiversity and create new green spaces for local communities to enjoy. It also introduces provisions requiring the development of Local Nature Recovery Strategies across England.

7.30. Local government has an essential role to play responding to environmental challenges at a local level, leading place-specific responses and driving innovation. It is anticipated the Bill will create a framework in which strong local government leadership will be enhanced to drive the necessary, and once-in-a-lifetime environmental improvements to reverse decades of biodiversity loss and improve air quality.

8. RELEVANT CONSIDERATIONS

8.1. As can be seen from the background above, there are a wide range of pre-existing commitments and resolutions. These need to be viewed against a rapidly evolving national policy context and new local commitments made since the previous review of guidance in 2017. It is essential to ensure the work programme supporting implementation of the new Local Plan is achieving best value both in terms of resources, timely preparation and contribution to wider objectives.

8.2. Officers in consultation with relevant Members have spent the early part of 2021 reviewing the current approaches. This has identified a number of key issues. These include:

- Ensuring consistency with emerging national planning policy guidance on securing design quality in new development and preparing masterplans, local design guides and codes;
- A need to be ready to implement new environmental statutory obligations under the emerging Environment Act, including biodiversity net gain;
- Introducing clear masterplanning guidance to guide a place and design-led approach for significant development that effectively implements and integrates local plan policies and corporate priorities on an area and site basis;
- Formalising new ways of working and provide place-leadership and a corporate and holistic approach to the planning and design of new communities so they are delivered in a timely manner to a high standard of quality;
- Existing gaps in the Council's evidence base and planning guidance to support the successful implementation of local plan policies and secure sustainable development and positive planning and place outcomes (e.g., design, biodiversity, green infrastructure and sustainability);
- Whether, in this context, the previously approved suite of SPDs is suitably scoped to address these planning issues and requirements and align with the Administration's policies, particularly in the context of the climate emergency;
- The rapidly narrowing window between any adoption of the current Plan and the start of a proposed whole plan review by the end of 2023 (as committed to at examination) in which to now accommodate any focussed review;
- The potential conflict between any such review and changing / emerging Government policy particularly with regards to the Building Regulations and energy efficiency;
- That, although a case could be made for the introduction of CIL, it is imperative under any system to improve processes and evidence to most effectively secure contributions; and
- That in the current financial climate there are insufficient resources to do everything and it is necessary to use these effectively by prioritising and focussing upon where planning can achieve best value and outcomes.

8.3. Considering the above holistically, this report recommends a revised package of measures which seek to improve upon the outcomes and outputs of the pre-existing commitments and resolutions.

Masterplanning Guidance

8.4. Successful implementation of the local plan and sustainable high-quality development is reliant on robust and comprehensive policies to guide quality places.

- 8.5. The latest proposed modifications to the Plan include significant amendments to Policy SP9 on Design & Sustainability to support the Council in moving towards a more proactive and enhanced place-leadership role. The policy (as proposed to be modified) sets out:
- The requirement for Strategic Masterplans to be produced for all significant development in the district and these to be agreed by the Council;
 - 10 design objectives to inform and assess masterplans and planning applications; and
 - Clear requirements for what should be in the Strategic Masterplans to secure quality and delivery.
- 8.6. This will provide an essential policy 'hook' in the local plan to require quality masterplans to be produced in advance of planning applications and a policy basis for rejecting inadequate schemes. The approach is similar to that taken in East Hertfordshire District Council.
- 8.7. To implement this approach, the Council needs to produce operational masterplanning guidance that clarifies the process the Council expects landowners to take in collaboration with the Council. This advice is set out in Appendix C to this report. It comprises a 10-step process spanning from an initial inception to baseline analysis, agreeing a site specific and place-making vision for the site, developing and testing options, public consultation and the final masterplan report. There will be opportunities for member briefing and community input into this process.
- 8.8. To implement this masterplan approach requires improved ways of working both internally and with the County Council as a key service provider. A recommended approach to project management and governance is set out in the attached guidance. This includes a Project Board with senior leadership and cross-party representation to support the long-term vision and delivery of significant development across the district given these sites will take many years (potentially up to 15) to be implemented. It is also recommended that the Senior Leadership Team considers and identifies a place-making and design champion – linked to the Peer Challenge outcomes - to support place-leadership, the success of the masterplan and design-led approach to new development and the step change required across the district.
- 8.9. Subject to its approval, officers will develop and implement the necessary groups and protocols as well as producing more detailed guidance for developers that will be published on the Council website.

Revised programme of SPDs

- 8.10. In light of the above considerations, officers are now of the view that the range of SPDs approved by Cabinet in June 2017 is too narrowly focussed. Given the progress of time, these would not achieve what could now be delivered through the suggested pathway. In particular they would not provide sufficient information to:
- Respond to significant proposed changes on national guidance on design;
 - Address corporate priorities around climate change, place leadership and sustainability; and
 - Secure net gains in biodiversity and deliver emerging provisions in Environment Bill

8.11. To resolve this and improve upon the outcomes, it is recommended that the following actions are taken:

1. Re-scope the Design Guide SPD to respond to the emerging revisions to NPPF on design requirements, align with the national design guide and emerging guidance on model design codes and build upon the requirements of Local Plan Policy SP9;
2. Incorporate the previously approved Parking and Transport SPD into a Sustainability SPD that would be significantly broader in its scope. This would also consider issues including energy efficiency and carbon reduction, climate change adaptation and health and well-being, reflecting those elements of the revised Climate Change Strategy that can be secured or encouraged through the planning system;
3. Produce a Biodiversity SPD to secure net gain on new sites and in anticipation of 10% biodiversity net gain becoming a mandatory requirement through the Environment Bill;
4. Support the above through an updated and expanded evidence base that would specifically include:
 - i. Settlement level character appraisals to inform area and locally specific design guidelines with local community input and aspirations;
 - ii. An updated Green Infrastructure Plan and Strategy (potentially incorporating or informing elements of the corporate Green Space Strategy previously committed to by Cabinet) to clarify where and what new green space is required across the district aligned to planned growth and need; and
 - iii. An ecology network plan to inform the most appropriate approaches to biodiversity (as above) and identify opportunity areas for new and enhanced habitat

8.12. The Supplementary Planning Documents could be largely prepared internally with draft versions of all documents being prepared through the remainder of 2021 and early 2022. However, the evidence base would require expert consultancy support – with NHDC officer resource to procure and project management these commissions - with an indicative budget for these work streams of c.£150,000.

Single Issue Review

8.13. The above workstreams will have significant resource implications for the planning service and it is important to consider how these might be best realised (see also sections 10 and 15).

8.14. As set out above, the currently approved budget includes funding for a potential focussed review of the Plan post-adoption to consider the Council's climate priorities. At the time of the budget request it was considered this was the most likely route through which the planning implications of the climate emergency might be considered and addressed. It has previously been anticipated that any such review would most likely focus upon securing improved energy efficiency in new buildings.

- 8.15. Government have recently announced that in response to the Future Homes consultation they will not implement legislative changes that would outright prohibit local authorities from producing such planning policies. However, they have also reinforced their intention to increase statutory Building Regulations above and beyond any requirements that might be set through planning (see [Paragraph 7.22](#)).
- 8.16. The prospective benefits of any such policy review have been considered against the potential costs. In summary, officers have identified there are significant time and cost implications of pursuing a formal plan review. Even if it were focussed on a relatively narrow and specific matter – such as the energy efficiency of new buildings – it would still need to progress through all the same statutory steps as the current local plan. A Single Issue Review would be subject to an Examination in Public and the same tests of legal compliance and soundness, necessitating a comprehensive evidence base and environmental appraisal of any policies. It would likely utilise the currently identified £80,000 budget in full with outcomes of any examination unlikely until 2024. These factors all present inherent risks in terms of timing, costs and resources. Given evolving Government policy in this area (see Section 7), there is a significant risk of any policies being overtaken by events in the intervening period.
- 8.17. It is now considered most effective for the Council to express and achieve its aspirations on this matter through the SPDs outlined above. These have a number of advantages over a formal policy review, whilst recognising this approach would constitute guidance rather than statutory policy. SPDs provide a far quicker route to adoption and action against the revised Climate Change Strategy and Action Plan and declared climate emergency. Evidence and draft SPDs could be procured and progressed during 2021 in time to meaningfully influence the fundamental design elements of the substantial new developments proposed in the new Local Plan.
- 8.18. The proposed Further Modifications to the Plan now commit the Council to an early review of the whole Local Plan to commence by the end of 2023. This would then - subject to the precise nature of anticipated planning reforms - be able to consider the issue of climate change and the pathway towards carbon net zero strategically and across all policy areas including the overall development strategy.
- 8.19. In turn, this would allow the currently identified resources for this project to be reassigned to the recommended programme of works above.

Community Infrastructure Levy

- 8.20. Officers have similarly re-considered the merits of Community Infrastructure Levy (CIL) in line with the Cabinet resolution of January 2020. The key risk to the Council on taking a definitive decision to pursue CIL at this stage is that any proposals may be overtaken by a national levy approach as mooted in the Planning White Paper rendering any preparatory works and costs abortive. As set out above, the Government has set out its intention to unveil the next steps in relation to the Planning White Paper later in 2021. In this context it is considered sensible to await any such clarity such that a decision can be taken in line with forward business planning for the 2022/23 budget cycle (equally this approach could allow a decision to be taken in the absence of any clarity from Government within a reasonable timescale).

- 8.21. Beyond this fundamental point, there are arguments both for and against the introduction of CIL (in its current form) for the District. Among the matters weighing in favour are greater certainty and consistency for developers, the Council and the community, a reduced need for complex negotiation of individual legal agreements – particularly those that require contributions on County matters such as education and highways resulting in a three-way legal agreement – and a better means for capturing development gain from smaller sites in particular.
- 8.22. Over the last decade a significant proportion of new housing development and the vast majority of residential planning applications have been for schemes of 20 units or less and there would be potentially significant administrative efficiencies for schemes of this scale under CIL², particularly in terms of officer time and speed of decisions. It is considered likely that a soundly-based CIL rate for the District would likely match and potentially exceed current levels of contribution secured through s106, in part through better capture from smaller schemes that, in turn, might better address the cumulative burdens that such schemes can place upon local services and infrastructure.
- 8.23. CIL would provide greater certainty of funding to local areas through the ‘parish precept’ which guarantees 15% of relevant receipts to the Parish Council rising to 25% where a neighbourhood plan is in place. It is likely that the collection and administration of CIL would eventually become self-funding as the Council would be able to recoup 5% of receipts for costs.
- 8.24. Against this are the time and resource implications of meeting the statutory implementation requirements and developing the necessary administrative infrastructure. The Council would need to forward fund these given that the relief of administration costs can only commence once the CIL is implemented and collected. Other considerations include that the largest sites (which form the significant majority of anticipated future development in terms of dwelling numbers, albeit from a relatively small number of planning applications) would still require s106 legal agreements even if a CIL were pursued³ and that CIL can be set at ‘risk averse’ levels.
- 8.25. When this matter is viewed in isolation, officer analysis comes down in favour of introducing CIL reflecting the arguments above. However, one key lesson from the review is that – under either system – the Council should enhance its evidence base and processes to ensure that it is optimising contributions (in their broadest sense) from new development. The proposed revisions to the programme of SPDs and associated evidence base above would significantly enhance the Council’s ability to negotiate effective legal agreements on new development and bring significant benefit in this regard.
- 8.26. Given the progress and presently anticipated outcomes of the Local Plan examination, in concert with the Government’s stated timetable for progressing the White Paper proposals, it is presently considered most appropriate to focus resources towards ensuring the Council has the right tools to appropriately guide the most significant development schemes in the District. These will be the substantive legacy of the Plan as well as providing major opportunities to positively address the key priorities identified in this report.

² Recognising that CIL would be set based upon geographic areas rather than development size.

³ Large developments or strategic sites are often ‘zero-rated’ for Community Infrastructure Levy (i.e. they ‘pay’ a rate of £0 per m²) to reflect this.

- 8.27. On balance, and having regard to the issue of Local Plan implementation and resourcing in the round, it is therefore recommended that Community Infrastructure Levy is not pursued at this time. However, as above, this matter should be revisited once the proposed programme of works in this report is substantially progressed – thereby freeing up officer resource – and / or there is greater clarity on the Government’s proposals and timetable for planning reform.

9. LEGAL IMPLICATIONS

- 9.1. The legal framework for the production of Supplementary Planning Documents and Development Plan Documents is set out in the Planning & Compulsory Purchase Act 2004 (as amended). Detailed regulatory requirements are contained in the Town & Country Planning (Local Planning) (England) Regulations 2012.
- 9.2. The provisions for planning obligations are set out under Section 106 of the Town and Country Planning Act 1990. The process for introducing a Community Infrastructure Levy is set out in Section 211 of the Planning Act 2008 and a variety of accompanying regulations.

10. FINANCIAL IMPLICATIONS

- 10.1. There are no new revenue implications arising from this report. It is proposed that the recommendations are funded through the reprofiling of existing, approved budgets.
- 10.2. As set out above the recently approved budget for 2021/22 includes revenue allowances of £80,000 and £87,000 associated with the Single Issue Review and Community Infrastructure Levy respectively. It is proposed that these budgets are reassigned to support the recommendations of this report.
- 10.3. A high-level estimate is that approximately £150,000 of revenue expenditure would be required to deliver these recommendations. Allowing for contingencies, this could be accommodated from the existing £167,000 funding identified above. The revenue costs of the proposed revised programme would primarily consist of expert consultancy support on design, biodiversity and green infrastructure matters to support the production of the proposed SPDs and provide the necessary evidence base to underpin the approach to masterplanning and securing of developer contributions.

11. RISK IMPLICATIONS

- 11.1. The Council’s new risk Management Framework specifies that we will now actively manage and monitor risks scoring 4 or higher on the risk matrix.
- 11.2. The Local Plan holds a current risk score of 9. In relation to this report, the risk identifies potential consequences of development which is not sustainable or harms the environment. The proposed programme of work is aimed at mitigating this risk and addressing identified gaps in current environmental evidence to inform detailed scheme design as the proposed allocations in the Plan are brought forward.
- 11.3. Open Space in Major New Developments has a risk score of 8. A more structured and evidence-based approach to green infrastructure and biodiversity should ensure that future developments include open spaces that meet identified needs and requirements, including appropriate arrangements for their long-term management.

11.4. Delivering the NHDC Climate Change Strategy has a risk score of 6 noting potential consequences might include a failure to reduce impact on the local environment to the expected level.

11.5. Section 106 and Community Infrastructure Levy holds a current risk score of 5. The risk recognises the potential failure to make required improvements to infrastructure and also the balance to be struck between resource implications and contributions in any consideration of introducing a Community Infrastructure Levy.

12. EQUALITIES IMPLICATIONS

12.1. None

13. SOCIAL VALUE IMPLICATIONS

13.1. The Social Value Act and “go local” requirements do not apply to this report. Subject to approval of its recommendations, any procurement will be conducted in accordance with the Council’s contract standing orders.

14. ENVIRONMENTAL IMPLICATIONS

14.1. Any Supplementary Planning Documents (SPD) must be ‘screened’ to determine whether statutory environmental assessment is required which would consider the social, economic and environmental implications of proposed policies and allocations. Any SPD must relate to an adopted Local Plan policy. These SPDs are planned to support the new Local Plan which has been subject to statutory environmental assessment. This revised programme of work has been co-ordinated to support the Council’s revised Climate Change Strategy.

15. HUMAN RESOURCE IMPLICATIONS

15.1 The Strategic Planning team is not fully staffed with one permanent vacancy and one new Project Officer post approved as part of the budget setting process for 2021/22. Subject to the outcome of this report, managers will ensure the staffing structure within the team is aligned with the future work programme and seek to recruit to vacant posts.

16. APPENDICES

16.1 Appendix A – North Hertfordshire Masterplanning Principles

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18. BACKGROUND PAPERS (to be added)

- To be added – Government consultations, Strategic Planning Matters reports etc.

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North Hertfordshire District Council: Masterplanning Guidance for Strategic Housing Sites and Significant Development: February 2021

1 North Hertfordshire Masterplan Requirements

- 1.1 Policy SP9 Design & Sustainability is the key strategic policy in the plan to support place-making and design at a strategic scale. The policy requires Strategic Masterplans to be produced for all the Strategic Housing Sites and significant development.
- 1.2 The supporting text acknowledges that the policy has to apply to a wide range of developments in terms of scale, quantum and complexity and any masterplan requirements need to be tailored on a case-by-case basis and identify a proportionate level of masterplan detail to secure design quality. In this respect the design objectives and masterplan requirements of the policy should act as a starting point in scoping out design issues and masterplan material required.
- 1.3 The policy sets out a clear set of design criteria that read across to NPPF, the National Design Guide and the emerging National Model Design Code.
- 1.4 The policy also sets out 'typical' masterplan requirements for Strategic Masterplans for large scale development. This checklist should provide the starting point for scoping out masterplanning requirements for smaller but still significant development in the context of site-specific planning and design issues.
- 1.5 The following sections sets out how policy SP9 can be effectively implemented in practice.
- 1.6 The Strategic Masterplan requirements of Policy SP9 should form the starting point for identifying on a case-by-case basis what information is required. A proportionate approach will be required that takes into account the scale, quantum and complexity of the site, likely form of delivery and the planning and design issues to be resolved.

2 Project Management & Governance



Figure 1 Project Management Structure

Strategic Sites Steering Group

- 2.1 The role of the Strategic Sites Steering Group would be to support the effective implementation and application of Policy SP9 Design & Sustainability to the Strategic Housing Site Policies SP14-SP19 and other significant development sites as they transition from emerging allocations to the masterplanning and planning application process.
- 2.2 The group will be collectively responsible for applying and implementing Policy SP9 Design and Sustainability in terms of the screening of applicable sites, scoping masterplan requirements, briefs and project plans and establishing and resourcing when required project specific working groups.
- 2.3 A Strategic Sites Steering Group formed by senior planning policy and development management officers will be established to undertake the following roles.

- To identify development proposals which constitute significant development and identify the master planning and design requirements.
- To scope, establish and agree initial site specific masterplan briefs
- To establish project specific working groups where required and organise the initial 'Inception Meeting'.
- Co-ordinate masterplan activity and delivery with landowners and key stakeholders
- Provide elected member briefings when required
- Progress reports to and resolve strategic/showstopper issues with the Project Board

Project Working Groups

- 2.4 These would be established as required to provide a focused and project specific group of district and county officers to drive forward and progress masterplans with the landowner team.
- 2.5 A dedicated planning officer would act as project lead/manager. The project manager would be the day-to-day contact on the project They would prepare a clear masterplan brief and project plan with wider input from other officers and the landowner team. They would be responsible co-ordinating project activity and for ensuring milestones are met and progress is made within agreed timescales.
- 2.6 The group/s would be responsible for the following.
- Ensure national and local plan policy requirements are met at a project specific level
 - Collectively input and shape the masterplan proposals to secure an inter-disciplinary and integrated approach
 - Provide continuous design quality assessment at different scales
 - Co-ordinate technical and design advice from county and district councils and statutory agencies
 - Co-ordinate input from community liaison officers, ward councillors and the local community to ensure effective local community engagement
 - Co-ordinate input from wider stakeholders
 - Resolve issues and drive forward delivery and quality place-making/design in accordance with the masterplan brief and project plan.
 - Support the masterplan process and agree/sign off outputs
 - Provide progress reports to Steering Group
 - Provide ward member briefings when required
 - Seek Council approval when required

Stakeholder & Community Engagement

- 2.7 It is proposed to engage stakeholders through at least 1 focused workshop event. The Council will assist landowners in undertaking a stakeholder mapping exercise to ensure all relevant groups are consulted. It is expected at least one public engagement event is undertaken to inform the production of the Strategic Masterplan. The nature and timing of engagement will be agreed on a project-by-project basis to respond to the individual project needs.

Strategic Sites Project Board

- 2.8 In order for the council to effectively and pro-actively shape masterplan proposals a Strategic Sites Project Board will be established with Senior Leadership from the Council.

- 2.9 The advisory role of the group would be to:

- Inform place specific visions for the Strategic Housing sites that support sustainable communities.
- Provide corporate oversight and strategic direction to the implementation of strategic site project delivery.
- Ensure consistency of corporate direction and decision-making from the strategic to the site-specific and over time;
- Ensure effective use of and sufficient resources to support project delivery
- Receive and consider progress reports and recommendations for approval of Strategic Masterplan documents
- Agree approval process and timing for Strategic Masterplans
- Help with the resolution and or co-ordination of strategic issues, including identification and prioritisation of green, social and physical infrastructure and s106 obligations.

PPAs

- 2.10 Planning Performance Agreements (PPAs) are an effective and commonly used project management tool for large - scale projects and planning applications. Indeed, they have become mainstreamed into planning practice and support decision-making on large-scale and complex sites. They provide a framework within which parties come together to agree how they are going to take a development proposals through the planning process to

- Support collaborative and integrated working
- Establish the scope and task and clarity on the issues to resolve
- Provide planning certainty
- Increase the speed of decision-making
- Support better quality development.

2.11 The Council would normally expect a PPA to be used to support the preparation of Strategic Masterplans and significant development planning applications. The PPA would be prepared at the initial Inception Meeting and based on the stages of masterplanning in the following section.

3 North Hertfordshire Masterplanning Process

3.1 The following section sets out the 10 key stages of a recommended collaborative masterplan process.

3.2 The Strategic Masterplan process seeks to achieve the following outcomes:

- Collaborative and inter-disciplinary working to support sustainable integrated design and meet Council Corporate objectives
- A clear site-specific vision and objectives that are locally distinctive and guide the implementation of development over a long period of time in phases
- Provide a common design framework to secure design quality and allow flexibility of implementation
- Provide a framework within which to develop further design instruction at subsequent stages of the project (through outline applications, pre-commencement conditions and reserved matters)
- Create an integrated evidence base and determine development capacity
- Help to co-ordinate cross boundary working where required.
- Support the co-ordination and integration of development
- Identify and co-ordinate what green, social and physical infrastructure is required (when at what cost and funding)
- Ensure effective community engagement, including parish councils and build a sense of community ownership
- Support consultation with stakeholders and their effective input
- Support a financial viability appraisal and help parties to understand cashflow issues and funding gaps
- Provide evidence to provide a realistic assessment of delivery through housing trajectory
- Assist in assessing and determining planning applications (in addition to site specific and other policies)
- Help inform, support and co-ordinate funding, phasing and delivery requirements
- Provide planning certainty and speed up planning application process/ delivery through frontloading and early resolution of issues.
- Enable the Council to endorse the Strategic Masterplan as a material consideration or if required SPD (pursuant to SP9 or site-specific policy)



- 3.3 In practice masterplanning is not a strictly sequential process or a one-size-fits all. Rather it is iterative with the evolution of evidence and design testing throughout the masterplan development. However, these are the broad stages that are widely recognised by good practice and should be used to tailor the approach to the project needs.
- 3.4 The final masterplan report should broadly contain the following information which relates to the requirements of Policy SP9 Design & Sustainability.

Baseline Summary- Understanding the Place with relevant evidence base studies
Vision and Place-making Objectives and how the community and stakeholders shaped these
Masterplan Framework plan and explanatory text identifying <ul style="list-style-type: none"> • Indicative Block Structure and land uses (community facilities) • Green infrastructure (location, configuration and type) • Movement Framework (key access points, street network, on and off site pedestrian and cycle routes) • Urban Design Framework (on a block structure plan gateways, landmarks, frontages, edges, interfaces and focal points, including key areas of proposed public realm)
Green Infrastructure Framework Plan and explanatory text identifying <ul style="list-style-type: none"> • Key green spaces, location and function • Recreational/POS • Strategic Suds • Play • Allotments • Pedestrian and cycle routes • Off-site pedestrian and cycle connections • Structural Landscaping/Tree Planting • Habitat to be retained/enhanced • Biodiversity Net Gain
Movement Framework Plan and explanatory text identifying <ul style="list-style-type: none"> • Off-site highway improvements • Key access junctions • Primary Route • Secondary Routes • Pedestrian and cycle routes/crossings on and off site (connections to PROW network) • Connections to key destinations • Bus accessibility/circulation
Urban Design Framework Plan and explanatory text identifying <ul style="list-style-type: none"> • Development block structure • Density • Heights • Gateways

- Landmarks
- Focal points
- Key frontages
- Vistas and key views
- Edges and Interfaces
- Public Spaces

Design Principles document to a) explain how an understanding of existing character in the landscape, townscape, community and architecture has informed the Masterplan Framework and b) to set out key design principles for the buildings, streets and spaces and c) how a diverse and distinctive range of housing will be provided to meet the differing needs of the population

Sustainability & Energy Framework identifying site wide and building scale opportunities and aspirations to reduce carbon emissions through potential use of renewable technologies, energy efficiency standards, sustainable transport, supporting living locally and reducing the need to travel by car, water efficiency, addressing light, noise and air pollution, waste management enhancing biodiversity and tree-planting.

Housing Need and Diversification

Housing Mix, type and tenure, AH, specialist housing, self-build proposals

Illustrative Layout- indicating further detail and design resolution on block and building typologies, street design, green space and public realm design to evidence how a high-quality design and layout can be achieved within the parameters and principles agreed in the Masterplan Framework

Infrastructure Delivery Plan

This should identify the strategic infrastructure requirements for the following items, the cost and when and where it is required in plan and written form.

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2020/21 Quarter 3 PI Data

For 2020/21, NHDC will report 18 corporate performance indicators. This report presents these indicators and displays data for the latest period that officers have updated and activated on Pentana Risk. A further three management indicators are also presented to provide additional complementary information for Waste.

Performance indicator data is cumulative and represents performance between 1 April 2020 and the latest reporting period. Where available, the commentary for an indicator will include national benchmarking data. When annual targets were set, any relevant national minimum requirements were considered.





Key for the Report



Status	
	Data value has met or exceeded the target figure
	Data value has not achieved the target figure, but it is within the agreed tolerance range
	Data value has not achieved the target figure and it is outside the agreed tolerance range
	Data value is for information only and a traffic light status is not applicable





Direction of Travel	
	Data value has improved compared with the same time last year
	Data value has deteriorated compared with the same time last year
	Data value has not changed compared with the same time last year
N/A	A direction of travel is not applicable, as data for the performance indicator commenced in 2020/21




Summaries

Status Summary – Q3 2020/21		Direction of Travel Summary – Q3 2020/21	
	4 (Q2 – 4)		4 (Q2 – 4)
	2 (Q2 – 0)		11 (Q2 – 11)
	3 (Q2 – 6)		3 (Q2 – 3)
	9 (Q2 – 8)	N/A	0 (Q2 – 0)







Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
Executive Member for Finance and IT								
1	RES 1	Electricity and gas energy consumption (kWh)	Q3 2020/21	1,519,551	1,814,000		 Q3 19/20 1,780,221	Electricity = 767,410 Gas = 752,141 Whilst it is positive that the energy consumption figures for the year-to-date is better than the target, it must be noted that this target significantly relates to energy usage in the District Council Offices. The building has only been in partial use over the period due to Covid-19 and the associated increase in the number of staff permanently homeworking.
2	MI P&R 001	Percentage of raised sales invoices due for payment that have been paid	December 2020	84.77%	97%		 Dec 19 93.01%	As at 31 December 2020: Total value of invoices raised by NHDC - £7,580,608 Total value of invoices raised by NHDC that were not due for payment yet - £430,593 Total value of payments received for invoices raised by NHDC - £6,061,214 Collection rates continue to improve although below collection rates expected at this time of year. It is uncertain whether the target will be achieved by year end. The debt continues to be monitored and progressed by the Corporate Debt Management Group.

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
3	BV 9	Percentage of council tax collected in year	December 2020	82.13%	83.5%		 Dec 19 83.46%	<p>£76,041,119.01 / £92,587,947.80</p> <p>The Council Tax in-year collection rate for 2020/21 is slightly down on the same period for 2019/20. The profiled target had remained on track up to December 2020, which is remarkable given the current pandemic situation. We have taken a softer approach to collection this year because of this unprecedented situation and have only issued statutory reminder notices, with no Court action being taken. Coupled with the increased number of customers now in receipt of Council Tax Reduction, due to loss/reduction of employment, both factors will have influenced the in-year collection rate. It is too early to tell whether the ultimate collection rates are suffering yet, but as the in-year collection is showing a decline, it is likely that this will have an impact going forward. Given the length of the time that this pandemic has been going on, it is likely that this could take a significant time to recover from and in turn, collection rates may also take some time to recover. Current procedures are allowing customers that are struggling financially to extend instalments into 2021/22, which will also impact in-year collection rates. Instalments that are due to be collected before the end of March 2021 amount to £4.34M.</p>





Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
4	BV 10	Percentage of NNDR collected in year	December 2020	77.67%	82.5%		 Dec 19 80.27%	£16,211,554.13 / £20,872,799.99 The Covid-19 pandemic continues to have a detrimental effect on Business Rate collection. The suspension of all recovery processes from April to December 2020 coupled with businesses opting to defer their instalments for the period July to March has delayed an improvement in collection rates. The indications are that some businesses continue to struggle and there is increasing evidence of further business failures, which will have an ongoing negative affect on collection rates. The Expanded Retail Rate Relief Scheme has seen a significant drop in the collectable debit with a predicted £20.567M coming to the Council direct from the Government, in the form of a Section 31 Grant. This means that ultimately, the Council needs to collect 87.55% of the remaining collectable debit of £20.873M (figure as at 31 December 2020) to achieve an overall income equivalent to 97% of the gross debit. This is, of course a moving target as circumstances change and this will continue to be monitored.
Leader of the Council								
5	BV 12a	Working days lost due to short-term sickness absence per FTE employee	December 2020	1.82	2.40		 Dec 19 2.54	524.88 FTE short-term sickness days 288.61 average FTEs The LGA Workforce Survey data that would usually be provided has been suspended.




Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary						
6	BV 12b	Working days lost due to long-term sickness absence per FTE employee	December 2020	2.08	Not Applicable		↓ Dec 19 0.41	600.08 FTE long-term sickness days 288.61 average FTEs The LGA Workforce Survey data that would usually be provided has been suspended.						
Executive Member for Housing and Environmental Health														
7	REG 1	Rate of homelessness prevention	Q3 2020/21	67.40%	Not Applicable		↑ Q3 19/20 59.39%	<p>During Q1 to Q3 2020/21, there were 181 (48+63+70) cases where a Prevention Duty ended. Of these, 122 (39+37+46) ended with a positive outcome, i.e. where homelessness was prevented. 32 (2+16+14) cases went on to be owed a Relief Duty.</p> <p>Hertfordshire Benchmarking Source: HCLIC Percentage of Prevention Duty positive outcomes Rolling average for latest four quarters</p> <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Hertfordshire</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>72%</td> <td>43%</td> </tr> </tbody> </table> <p>Note that the above figures are mainly pre-Covid-19 and therefore this needs to be considered when assessing Q3 2020/21 performance levels.</p>	Period	NHDC	Hertfordshire	Q1 2020/21	72%	43%
Period	NHDC	Hertfordshire												
Q1 2020/21	72%	43%												
8	REG 2	Rate of homelessness relief	Q3 2020/21	34.29%	Not Applicable		↑ Q3 19/20 22.16%	<p>During Q1 to Q3 2020/21, there were 315 (111+100+104) cases where a Relief Duty ended. Of these, 108 (29+35+44) ended with a positive outcome, i.e. where the Relief Duty ended because households were successfully rehoused. A further 68 (22+21+25) cases were subsequently owed a main housing duty, under which the Council must provide suitable long-term accommodation. (In the current Covid-19 situation, also many others are currently still</p>						

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary						
								<p>in hotels and being supported by the Council in line with the 'Everyone In' instruction.)</p> <p>Breakdown of the 207 relief cases that ended in a non-accommodation outcome by reason:</p> <p>56 days elapsed – 149 households Contact lost – 26 Application withdrawn – 26 Intentionally homeless from accommodation provided - 2 No longer eligible – 2 Local connection referral accepted by other authority - 2</p> <p>Final outcomes for the 149 cases where the Relief Duty ended because 56 days elapsed:</p> <p>Main housing duty owed – 68 households Found to be not in priority need – 70 Found to be intentionally homeless – 5 Not homeless – 1 Duty owed but referred to another LA - 1 Refused to cooperate (s193c(4) duty owed) - 1 Lost contact prior to assessment - 2 Application withdrawn – 1</p> <p>Hertfordshire Benchmarking Source: HCLIC Percentage of Relief Duty positive outcomes Rolling average for latest four quarters</p> <table border="1"> <thead> <tr> <th><u>Period</u></th> <th><u>NHDC</u></th> <th><u>Hertfordshire</u></th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>26%</td> <td>28%</td> </tr> </tbody> </table> <p>Note that the above figures are mainly pre-Covid-19 and therefore, this needs to be</p>	<u>Period</u>	<u>NHDC</u>	<u>Hertfordshire</u>	Q1 2020/21	26%	28%
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Q1 2020/21	26%	28%												

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary						
								considered when assessing Q3 2020/21 performance levels.						
9	LI 035a	Number of households living in temporary accommodation	Q3 2020/21	120	Not Applicable		 Q3 19/20 78	120 households were in temporary accommodation as at 31 December 2020, of which, 40 were in hotel accommodation. Hertfordshire Benchmarking Source: HCLIC Number of households in temporary accommodation at the end of the period <table border="1"> <thead> <tr> <th>Period</th> <th>NHDC</th> <th>Hertfordshire Average</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>94</td> <td>117</td> </tr> </tbody> </table>	Period	NHDC	Hertfordshire Average	Q1 2020/21	94	117
Period	NHDC	Hertfordshire Average												
Q1 2020/21	94	117												
10	REG 3	Percentage of Environmental Health programmed inspections completed	Q3 2020/21	Awaiting Data (Q2 = 1.7%)	Not Applicable		 Q3 19/20 75.6%	Given the current resource commitment to the Covid-19 pandemic and future commitments to the EU transition, on 26 January 2021, Cabinet agreed that performance should be reported as information only for the remainder of 2020/21. (Q2 2020/21 - 9 planned inspections were carried out during the first half of the year out of 516 inspections planned for the whole year. 284 of these inspections were planned for the first half of the year.)						
Executive Member for Planning and Transport														
11	DC 001a	Number of planning applications taken to appeal due to 'non-determination' within the statutory time period, which were allowed	Q3 2020/21	0	Not Applicable		 Q3 19/20 0	No applications were taken to appeal due to 'non-determination'.						

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary																								
12	DC 002	Number of planning applications where the fee has been refunded due to the application not being determined within 26 weeks	Q3 2020/21	0	0		 Q3 19/20 0	No fees have been refunded.																								
13	LI 032a	Number of allowed planning appeal decisions	Q3 2020/21	2	Not Applicable		 Q3 19/20 2	Out of 12 appeal decisions made, two were allowed. All the other appeals were dismissed.																								
Executive Member for Environment and Leisure																																
14	MI LI 015	Number of visits to leisure facilities	December 2020	181,270	162,950		 Dec 19 1,142,529	<table border="0"> <tr> <td>Facility</td> <td><u>2020/21</u></td> <td><u>2019/20</u></td> </tr> <tr> <td>North Herts LC</td> <td>76,001</td> <td>439,236</td> </tr> <tr> <td>Fearnhill</td> <td>845</td> <td>10,574</td> </tr> <tr> <td>Letchworth OP</td> <td>0</td> <td>33,263</td> </tr> <tr> <td>Hitchin SC</td> <td>28,830</td> <td>246,629</td> </tr> <tr> <td>Archers</td> <td>24,143</td> <td>107,590</td> </tr> <tr> <td>Royston LC</td> <td>51,451</td> <td>305,237</td> </tr> <tr> <td></td> <td>181,270</td> <td>1,142,529</td> </tr> </table> <p>On 26 January 2021, Cabinet agreed to reduce the 2020/21 target from 1,530,000 to 205,440. This revised target reflects the usage figures specified in the agreed recovery plan. The target assumes that the centres will reopen in March 2021. However, if the facilities do not reopen in March 2021, the target will be reduced accordingly. As a result of the agreed change, the profiled target for December 2020 has been reduced from 1,153,000 to 162,950.</p>	Facility	<u>2020/21</u>	<u>2019/20</u>	North Herts LC	76,001	439,236	Fearnhill	845	10,574	Letchworth OP	0	33,263	Hitchin SC	28,830	246,629	Archers	24,143	107,590	Royston LC	51,451	305,237		181,270	1,142,529
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Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
Executive Member for Recycling and Waste Management								
15	NI 191	Kg residual waste per household	Q3 2020/21	293kg	247kg		↓ Q3 19/20 252kg	Reported figure includes some estimated tonnages and therefore may be subject to change. The overall impact of elevated tonnages during lockdown, both residual and recycling (with more residents at home and an increase in online purchasing and associated packaging), will lead to a drop in the NI192 recycling rate, which will not be recovered for this reporting year. We will be undertaking a proactive campaign on food waste prevention and the use of the food waste caddy to help reduce the negative impacts of food in the residual waste stream going forwards. National benchmarking data is currently suspended due to Covid-19.
16	NI 192	Percentage of household waste sent for reuse, recycling and composting	Q3 2020/21	56.05%	58.5%		↓ Q3 19/20 58.75%	See commentary for NI191. National benchmarking data is currently suspended due to Covid-19.
17	FW 1	Overall tonnage of food waste collected	Q3 2020/21	2,921	Not Applicable		↓ Q3 19/20 3,584	The 6-week service suspensions due to Covid-19 earlier in the year will have affected the food waste and garden waste tonnages.
18	GW 1	Overall tonnage of garden waste collected	Q3 2020/21	7,714	Not Applicable		↓ Q3 19/20 7,937	

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary																		
Additional Complementary Management Information for Waste																										
19	PLA 01	Number of collections missed per 100,000 collections of household waste	December 2020	105.14	Not Applicable		N/A Pentana data collection commenced April 2020																			
20	PLA 02	Number of missed waste collections (valid complaints)	December 2020	4,506	Not Applicable		N/A Pentana data collection commenced April 2020	<table border="0"> <tr><td>April 2020</td><td>353</td></tr> <tr><td>May 2020</td><td>518</td></tr> <tr><td>June 2020</td><td>488</td></tr> <tr><td>July 2020</td><td>647</td></tr> <tr><td>August 2020</td><td>516</td></tr> <tr><td>September 2020</td><td>591</td></tr> <tr><td>October 2020</td><td>591</td></tr> <tr><td>November 2020</td><td>469</td></tr> <tr><td>December 2020</td><td>333</td></tr> </table>	April 2020	353	May 2020	518	June 2020	488	July 2020	647	August 2020	516	September 2020	591	October 2020	591	November 2020	469	December 2020	333
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21	PLA 03	Total number of waste collections (figures vary according to the number of collection days in the month)	December 2020	4,285,545	Not Applicable		N/A Pentana data collection commenced April 2020	<table border="0"> <tr><td>April 2020</td><td>230,630 (suspensions)</td></tr> <tr><td>May 2020</td><td>419,329 (suspensions)</td></tr> <tr><td>June 2020</td><td>522,764</td></tr> <tr><td>July 2020</td><td>546,526</td></tr> <tr><td>August 2020</td><td>499,002</td></tr> <tr><td>September 2020</td><td>522,764</td></tr> <tr><td>October 2020</td><td>522,764</td></tr> <tr><td>November 2020</td><td>522,764</td></tr> <tr><td>December 2020</td><td>499,002</td></tr> </table>	April 2020	230,630 (suspensions)	May 2020	419,329 (suspensions)	June 2020	522,764	July 2020	546,526	August 2020	499,002	September 2020	522,764	October 2020	522,764	November 2020	522,764	December 2020	499,002
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Virtual and Physical Committee Meeting attendance by members of the public 2019 - 2021

Meeting Date	Committee	Start Time	End Time	Public Attendance	Duration of Physical Meeting
16/04/19	Licensing and Appeals Sub-Committee	10:00	13:33	3	3hr 33 mins
18/04/19	Licensing and Appeals Sub-Committee	10:00	12:46	17	2hr 46 mins
09/05/19	Licensing and Appeals Sub-Committee	14:00	15:25	2	1hr 25 mins
21/05/19	Annual Council	19:30	21:40	30	2hr 10 mins
21/05/19	Baldock and District Committee	21:04	21:06	0	2 mins
21/05/19	Hitchin Committee	21:06	21:07	0	1 mins
21/05/19	Letchworth Committee	21:07	21:08	0	1 mins
21/05/19	Royston and District Committee	21:08	21:09	0	1 mins
21/05/19	Southern Rural	21:09	21:10	0	1 mins
30/05/19	Planning Control Committee	19:30	22:48	40	3 hr 18 mins
03/06/19	Finance, Audit and Risk Committee	19:30	21:06	0	1hr 36 mins
04/06/19	Overview and Scrutiny	19:30	20:46	4	1hr 16 mins
11/06/19	Cabinet	19:30	19:58	1	28 mins
18/06/19	Hitchin Committee	19:30	21:40	14	2hr 10 mins
19/06/19	Licensing and Appeals Sub-Committee	13:00	15:40	8	2hr 40 mins
19/06/19	Joint Staff Consultative Committee	15:00	16:26	0	1hr 26 mins
19/06/19	Letchworth Committee	19:30	21:07	8	1hr 37 mins
24/06/19	Baldock and District Committee	19:30	20:12	6	42 mins
27/06/19	Cabinet	19:30	20:29	5	59 mins
03/07/19	Royston and District Committee	19:30	21:16	5	1hr 47 mins
11/07/19	Council	19:30	20:47	10	1hr 17 mins
16/07/19	Overview and Scrutiny	19:30	21:42	0	2hr 12 mins
17/07/19	Overview and Scrutiny Review of Hitchin Town Hall and District Museum	14:00	17:31	16	3hr 31 mins
18/07/19	Overview and Scrutiny Review of Hitchin Town Hall and District Museum	10:00	15:17	20	5hr 17 mins
18/07/19	Planning Control Committee	19:30	22:20	47	2hr 50 mins
29/07/19	Finance, Audit and Risk Committee	19:30	21:19	2	1hr 49 mins
30/07/19	Cabinet	19:30	20:44	0	1hr 14 mins
02/08/19	Overview and Scrutiny Review of Hitchin Town Hall and District Museum	10:00	12:29	19	2hr 29 mins
22/08/19	Planning Control Committee	19:30	23:40	16	4hr 10 mins
11/09/19	Cabinet Sub- Committee (Local Authority Trading Companies' Shareholder)	11:00	11:55	0	55 mins
11/09/19	Cabinet Panel on the Environment	19:30	21:32	30	2hr 02 mins
12/09/19	Council	19:30	21:20	10	1hr 50 mins
16/09/19	Finance, Audit and Risk Committee	19:30	20:10	0	40 mins
17/09/19	Overview and Scrutiny Committee	19:30	22:30	0	3hr 0 mins
19/09/19	Planning Control Committee	19:30	22:24	25	2hr 54 mins
20/09/19	Cabinet Sub- Committee (Local Authority Trading Companies' Shareholder)	15:00	15:12	0	12 mins
24/09/19	Cabinet	19:30	20:21	3	51 mins
01/10/19	Hitchin Committee	19:30	21:55	25	2hr 25 mins
03/10/19	Joint Staff Consultative Committee	10:00		0	
07/10/19	Baldock and District Committee	19:30	21:02	0	1hr 32 mins
09/10/19	Royston and District Committee	19:30	20:36	0	1hr 06 mins
10/10/19	Southern Rural Committee	19:30	20:32	8	1hr 02 mins
15/10/19	Cabinet Panel on the Environment	19:30	21:50	25	2hr 20 mins
16/10/19	Letchworth Committee	19:30	21:30	12	2hr 0 mins
17/10/19	Planning Control Committee	19:30	21:05	10	1hr 35 mins
21/10/19	Licensing and Appeals Sub-Committee	10:30	15:20	21	4hr 40 mins
21/10/19	Licensing and Appeals Committee	19:30	20:52	0	1hr 22mins
22/10/19	Standards Committee	19:30	20:30	0	1hr 0 mins
23/10/19	Special, Overview and Scrutiny Committee	19:30	21:40	17	2hr 10 mins
31/10/19	Cabinet	19:30	20:05	0	35 mins
14/11/19	Planning Control Committee	19:30	21:26	25	1hr 56 mins

21/11/19	Council	19:30	21:10	8	1hr 40 mins
28/11/19	Licensing and Appeals Sub-Committee	10:00	16:08	9	6hr 10 mins
28/11/19	Cabinet Panel on the Environment	19:45	21:24	22	1hr 39 mins
05/12/19	Finance, Audit and Risk Committee	19:30	20:45	0	1hr 15 mins
06/12/19	Licensing and Appeals Sub-Committee	10:30	13:17	4	2hr 47 mins
16/12/19	Cabinet- Sub Committee (Council Charities)	10:00	10:15	0	15 mins
17/12/19	Cabinet	19:30	21:00	3	1hr 30 mins
18/12/19	Joint Staff Consultative Committee	10:00	11:57	0	1hr 57 mins
19/12/19	Planning Control Committee	19:30	20:38	6	1hr 8 mins
07/01/20	Letchworth Committee	19:30	20:55	0	1hr 25 mins
08/01/20	Southern Rural	19:30	20:40	3	1hr 10 mins
09/01/20	Cabinet Panel on the Environment	19:30	21:56	19	2hr 26 mins
14/01/20	Council Tax Setting Committee	17:00	17:15	0	15 mins
14/01/20	Hitchin Committee	19:30	21:31	12	2hr 01 mins
15/01/20	Royston and District Committee	19:30	20:50	6	1hr 20 mins
16/01/20	Council	19:30	22:24	5	2hr 54 mins
20/01/20	Finance, Audit and Risk Committee	19:30	20:40	0	1hr 10 mins
21/01/20	Overview and Scrutiny Committee	19:30	23:00	7	3hr 30 mins
23/01/20	Planning Control Committee	19:30	21:29	6	1hr 59 mins
27/01/20	Baldock and District Committee	19:30	21:24	10	1hr 54 mins
28/01/20	Cabinet	19:30	21:30	4	2hr 0 mins
06/02/20	Council	19:30	21:05	2	1hr 35 mins
13/02/20	Planning Control Committee	19:30	20:58	7	1hr 28 mins
27/02/20	Employment Committee	12:00	12:57	0	57 mins
27/02/20	Council Tax Setting Committee	19:00	19:10	0	10 mins
27/02/20	Extraordinary, Council	19:30	20:30	0	1hr 0 mins
05/03/20	Cabinet Panel on the Environment	19:30	21:17	14	1hr 47 mins
10/03/20	Hitchin Committee	19:30	21:23	10	1hr 53 mins
11/03/20	Joint Staff Consultative Committee	10:00	11:18	0	1hr 18 mins
11/03/20	Letchworth Committee	19:30	21:17	37	1hr 47 mins
16/03/20	Finance, Audit and Risk Committee	19:30	20:31	0	1hr 01 mins
17/03/20	Employment Committee	14:30	16:24	0	1hr 54 mins

Meeting Date	Committee	Time	Total Youtube Views	Live Views	Duration of Virtual Meeting
16/04/20	Extraordinary Council	16:00	440	22	
07/05/20	Licensing and Appeals Sub-Committee	14:00	155	20	
28/05/20	Planning Control Committee	19:30	344	35	
04/06/20	Annual Council	19:30	211	34	1hr 50mins
15/06/20	Finance, Audit and Risk Committee	19:30	83	9	1hr 19mins
16/06/20	Overview and Scrutiny Committee	19:30	87	10	3hr 14mins
17/06/20	Letchworth Committee	19:30	76	9	1hr 30mins
18/06/20	Employment Committee	11:00	43	4	22mins
18/06/20	Planning Control Committee	19:30	70	9	1hr 26 mins
22/06/20	Baldock and District Committee	19:30	28	4	51mins
23/06/20	Cabinet	19:30	78	7	2hr 06 mins
25/06/20	Southern Rural Committee	19:30	18	4	45mins
30/06/20	Hitchin Committee	19:30	84	10	2hr 43mins
01/07/20	Royston and District Committee	19:30	54	5	1hr 09mins
07/07/20	Cabinet Panel on the Environment	19:30	107	6	1hr 38mins
09/07/20	Council	19:30	107	9	2hr 23mins
14/07/20	Overview and Scrutiny Committee	19:30	61	6	2hr 23mins
16/07/20	Planning Control Committee	19:30	152	11	2hr 04mins
20/07/20	Finance, Audit and Risk Committee	19:30	51	6	1hr 44mins
21/07/20	Cabinet	19:30	56	7	1hr 34mins
10/08/20	Licensing and Appeals Sub-Committee	10:00	62	7	3hr 44mins
20/08/20	Planning Control Committee	19:30	90	17	1hr 27mins
25/08/20	Employment Committee	10:00	29	4	2hr 22mins
27/08/20	Extraordinary Council	19:30	258	27	2hr 20mins
07/09/20	Finance, Audit and Risk Committee	19:30	75	4	2hr 21mins
08/09/20	Overview and Scrutiny Committee	19:30	48	7	2hr 09mins

09/09/20	Cabinet Panel on the Environment	19:30	57	9	1hr 35mins
15/09/20	Cabinet	19:30	50	5	1hr 27mins
17/09/20	Planning Control Committee	19:30	89	15	51mins
23/09/20	Joint Staff Consultative Committee	10:00	54	5	1hr 14mins
24/09/20	Council	19:30	183	12	3hr 36mins
29/09/20	Hitchin Committee	19:30	81	21	1hr 43mins
05/10/20	Baldock and District Committee	19:30	67	5	2hr 19mins
07/10/20	Royston and District Committee	19:30	50	4	1hr 05mins
08/10/20	Extraordinary Council	19:30	881	110	3hr 10mins
14/10/20	Letchworth Committee	19:30	150	10	2hr 24mins
15/10/20	Planning Control Committee	19:30	159	24	2hr 35mins
20/10/20	Standards Committee	19:30	53	7	42mins
21/10/20	Cabinet panel on Community Engagement and Cooperative Development	19:30	66	5	1hr 25mins
22/10/20	Licensing and Appeals Sub-Committee	10:00	50	3	2hr 34mins
22/10/20	Extraordinary Cabinet	19:30	43	4	35mins
26/10/20	Licensing and Appeals Committee	19:30	32	5	1hr 16mins
29/10/20	Southern Rural Committee	19:30	37	6	58mins
09/11/20	Cabinet panel on Community Engagement and Cooperative Development	19:30	87	10	1hr 29mins
12/11/20	Council	19:30	74	9	44mins
17/11/20	Cabinet Panel on the Environment	19:30	81	9	1hr 30mins
19/11/20	Planning Control Committee	19:30	121	16	1hr 02mins
24/11/20	Planning Control Committee	19:30	295	43	4hrs 02mins
01/12/20	Hitchin Committee	19:30	39	7	1hr 32mins
02/12/20	Royston and District Committee	19:30	37	3	1hr
03/12/20	Finance, Audit and Risk Committee	19:30	40	6	1hr 23mins
07/12/20	Baldock and District Committee	19:30	23	2	35mins
08/12/20	Overview and Scrutiny Committee	19:30	50	5	2hrs 09mins
09/12/20	Letchworth Committee	19:30	43	5	1hr 16mins
10/12/20	Southern Rural Committee	19:30	43	6	55mins
14/12/20	Cabinet Sub-Committee (Council Charities)	15:00	18	3	6mins
15/12/20	Cabinet	19:30	81	10	2hr 41mins
16/12/20	Joint Staff Consultative Committee	10:00	24	4	57mins
17/12/20	Planning Control Committee	19:30	74	10	2hr 16mins
06/01/21	Licensing and Appeal Sub-Committee	10:00	100	7	4hrs 21mins
11/01/21	Licensing and Appeal Sub-Committee	10:00	95	6	3hrs 04mins
14/01/21	Council Tax Setting Committee	17:00	31	2	16mins
18/01/21	Finance, Audit and Risk Committee	19:30	26	5	36mins
19/01/21	Licensing and Appeal Sub-Committee	10:00	25	4	2hrs 20mins
19/01/21	Overview and Scrutiny Committee	19:30	51	5	1hr 24mins
20/01/21	Planning Control Committee	19:30	70	14	1hr 40mins
21/01/21	Council	19:30	156	15	3hrs 24mins
26/01/21	Cabinet	19:30	55	8	57mins

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**CABINET
16 MARCH 2021**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: PERFORMANCE MANAGEMENT MEASURES FOR 21/22

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

NEW COUNCIL PRIORITY: BE A MORE WELCOMING AND INCLUSIVE COUNCIL / BUILD THRIVING AND RESILIENT COMMUNITIES / RESPOND TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY / SUPPORT THE DELIVERY OF GOOD QUALITY AND AFFORDABLE HOMES

1. EXECUTIVE SUMMARY

To present the performance indicators (PIs) and associated targets for 2021/22 which were agreed by Executive Members in conjunction with the relevant Service Directors.

2. RECOMMENDATIONS

- 2.1. That Cabinet considers and formally approves the PIs and any associated targets that will be monitored throughout 2021/2022 by Overview & Scrutiny

3. REASONS FOR RECOMMENDATIONS

- 3.1. An approved range of indicators provides the Cabinet with assurance that service delivery in a number of key services will be monitored throughout 2021/22.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None Considered.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. All Service Directors were sent PI setting templates for 2021/22, to complete in association with the Executive Members.

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1. The Overview & Scrutiny Committee has received quarterly reports on the Councils performance against a range of performance indicators. It is also able to request presentations from Executive Members on their service area, where performance of the service can be monitored and challenged in detail.
- 7.2. As part of the Corporate Business Planning Process, the performance measures to be collected and any associated targets are reviewed prior to the start of the next financial year. Service Directors and Corporate Managers undertake the review in conjunction with Executive Members.

8. CHANGES TO PERFORMANCE MEASURES

- 8.1. There are no new indicators proposed for 21/22.

8.2 The indicators listed in Table 2 are proposed changes to performance indicators for 2021/22

Table 2 – Amended Indicators for 21/22

Code	Description	2020/21 Target	2021/22 Target	Comments
BV9	Percentage of council tax collected in year	97.00%	95.00%	Temporary adjustment for 21/22 due to the ongoing impact of the pandemic. There may be a significant increase in those receiving Council Tax reduction when the furlough scheme ends as well as a backlog of cases going through the recovery and court process. The forthcoming introduction of Breathing Space for debt management is also likely to impact on collection rates.
BV10	Percentage of NNDR collected in year	97.00%	93.00%	Temporary adjustment for 21/22 due to the ongoing impact of the pandemic. It will take some time yet for businesses to recover and some may not recover at all. It is very difficult to predict when the economy will recover, and when sectors such as retail, leisure and hospitality will start to pick up.
RES1	Electricity and gas energy	2,589,000	2,459,550	Target based on 95% of previous target to reflect the energy saving measures that have been and will continue to be put in place. As buildings are not

	consumption (kWh)			currently properly in use it is difficult to forecast the impact of any measures already put in place. Actual performance will be affected by heating and cooling requirements linked to outside temperatures.
MI LI015	Number of visits to leisure facilities	1,530,000	585,333	The Number of visits in 21/22 is based on the approved recovery plan. However, this may be subject to change if facilities are not able to re-open.

9. UNALTERED PERFORMANCE MEASURES

9.1. The following performance measures have not been changed from those reported in 2020/21.

Table 3 – Unaltered performance measures

Code	Description	2020/21 Target	2021/22 Target	Reason
BV12a	Working days lost due to short-term sickness absence per FTE employee	3.50	3.50	Still a challenging target that is a good performance level.
BV12b	Working days lost due to long-term sickness absence per FTE employee	N/A – Data Only	N/A – Data Only	N/A
MI P&R001	Percentage of raised sales invoices due for payment that have been paid	97.00%	97.00%	2021/22 will still see impact from Covid-19. The current target will be challenging.
DC001a	Number of planning applications taken to appeal due to 'non-determination' within the statutory time period, which were allowed	N/A – Data Only	N/A – Data Only	N/A
DC002	Number of planning applications where the fee has been refunded due to the application	0	0	The target relating to returned fees is to remain at the

	not being determined within 26 weeks			optimum level of zero.
LI032a	Number of allowed planning appeal decisions	N/A – Data Only	N/A – Data Only	N/A
LI035a	Number of households living in temporary accommodation	N/A – Data Only	N/A – Data Only	N/A
REG1	Rate of homelessness prevention	N/A – Data Only	N/A – Data Only	N/A
REG2	Rate of homelessness relief	N/A – Data Only	N/A – Data Only	N/A
REG3	Percentage of Environmental Health programmed inspections completed	N/A – Data Only	N/A – Data Only	Please refer to the January 2021 Cabinet report for rationale. Cabinet agreed to remove the previously agreed 2020/21 target and to report data as information only, given the current resource commitment to the pandemic and future commitments to the EU transition. Suggest that the "Data Only" status remains until EH are able to resume business as usual.
FW1	Overall tonnage of food waste collected	N/A – Data Only	N/A – Data Only	N/A
GW1	Overall tonnage of garden waste collected	N/A – Data Only	N/A – Data Only	N/A
NI191	Kg residual waste per household	335	335	Covid impacts are likely to mean that

				the targets may not be met but at this stage we are unable to predict long term changes to our waste streams as a result of the pandemic.
NI192	Percentage of household waste sent for reuse, recycling and composting	57.50%	57.50%	Covid impacts are likely to mean that the targets may not be met but at this stage we are unable to predict long term changes to our waste streams as a result of the pandemic.
PLA01	Number of collections missed per 100,000 collections of household waste	N/A – Data Only	N/A – Data Only	N/A
PLA02	Number of missed waste collections (valid complaints)	N/A – Data Only	N/A – Data Only	N/A
PLA03	Number of waste collections	N/A – Data Only	N/A – Data Only	N/A

10. DELETED INDICATORS

10.1. There are no proposals to delete any indicators for the 21/22 year..

11. LEGAL IMPLICATIONS

11.1. There are no direct legal implications arising from this report. The Cabinet has remit (other than those functions specifically reserved to Full Council) under its Terms of Reference to:

- Prepare and agree to implement policies and strategies, and
- Oversee the provision of all the Councils services.

This report seeks to confirm the provision and targets for such service matters to be agreed by Cabinet.

12. FINANCIAL IMPLICATIONS

- 12.1. There are no direct financial implications arising from this report. Where efficiencies or investments may make a difference to service levels these are indicated in the budget proposals so they can be taken into consideration when considering the budget for the forthcoming year.

13. RISK IMPLICATIONS

- 13.1 There are no direct risk implications arising from this report. Risks to service delivery, and hence to performance levels, are reviewed and captured on Pentana, the Council's performance and risk management software.

14. EQUALITIES IMPLICATIONS

- 14.1 In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 14.2 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriated services to the Community to meet different people's needs.

15. SOCIAL VALUE IMPLICATIONS

- 15.1 The Social Value Act and "go local" requirements do not apply to this report.

16. HUMAN RESOURCE IMPLICATIONS

- 16.1 There are no additional human resource implications

17. ENVIRONMENTAL IMPLICATIONS

- 17.1 There are no known Environmental impacts or requirements that apply to this report. However, a number of the performance indicators to be monitored throughout the year will provide performance data against key Environmental issues.

18. APPENDICES

None

19. CONTACT OFFICERS

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20. BACKGROUND PAPERS

None

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**OVERVIEW AND SCRUTINY COMMITTEE
09 MARCH 2021**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT - 3RD QUARTER MONITORING REPORT ON KEY PROJECTS FOR
2020 - 21**

REPORT OF: THE CONTROLS, RISK AND PERFORMANCE MANAGER

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

COUNCIL PRIORITY: BE A MORE WELCOMING INCLUSIVE AND EFFICIENT COUNCIL /
BUILD THRIVING AND RESILIENT COMMUNITIES / RESPOND TO CHALLENGES TO THE
ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY /
SUPPORT THE DELIVERY OF GOOD QUALITY AND AFFORDABLE HOMES

1. EXECUTIVE SUMMARY

This monitoring report provides a 3rd quarter update on the delivery of the key projects for 20/21, first identified to the Committee in March 2020.

2. RECOMMENDATIONS

- 2.1. That delivery against the key projects for 20/21 be noted and commented on by the Overview & Scrutiny Committee.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To enable achievements against the key projects for 2020/21 to be considered

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. There are no alternative options as this is a monitoring report.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS





- 5.1. No external consultation has been undertaken in the preparation of this report as it is a monitoring report. Members will, however, be aware that a report setting out the key projects was brought to this Committee on 17 March 2020.

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1. This report provides details on the status of the key projects for 20/21. It does not include any projects initiated after the document was agreed and is not a full report on all the projects that the Council is undertaking
- 7.2. This report summarises the status of each of the key projects. The following symbols have been used to summarise progress.

Status key	
	Project Halted / funding not available/ Extremely Late
	Project behind original due date/ unlikely to hit original due date.
	Project not due for completion in this year or has not reached due date
-	Project Pending
	Project Completed.

8. RELEVANT CONSIDERATIONS

- 8.1. The 3rd Quarter monitoring report against key projects for 2020/21 is included in Appendix A.
- 8.2. Appendix A includes the original milestones which were reported to this Committee in March 2020 and progress made against those actions. In addition, updates may have been provided to Executive Members and where relevant through the Members Information Service. Progress against some, will also have been monitored through the Capital monitoring reports to the Finance Audit and Risk Committee and to Cabinet.
- 8.3. For Q3, 13 projects are being reported, 6 with Green Status, 5 Amber, 1 Completed project and 1 project currently showing as pending.
- 8.4. **Implementation of Customer and Member Portals moved to - Amber** – The Customer MyAccount portal is now live. We have gone with a soft launch, targeting e-billing customers and callers to the CSC to sign up initially, and this will be followed with a bigger launch, so this milestone is complete. The Councillor portal is in its very final stages and will be launched as soon as possible, however has not hit the target date of December 2020 due to a technical issue that was identified which has now been rectified with final testing underway.

- 8.5. **Renovate Play area, Howard Park, Letchworth moved to - Amber** – The Contract has been tendered and awarded. The first initial contract meeting took place week commencing 25 January 2021 and we are awaiting confirmation of delivery timescales for the new equipment. Estimated timeline is that the project will over run into the new financial year by approximately four weeks as a result.
- 8.6. **Brexit – Marked as Complete** - This action refers to the preparation for Brexit, with a due date of 31 December 2020 that was aligned with the end of the transition period. As the due date has now passed, this action has in effect been completed. Obviously, work continues to implement the Trade and Cooperation Agreement, relevant legislation and the risks/actions for NHDC continue to be recorded and monitored via the Corporate Risk entry. Officers (and Project Board) will consider if any of the associated actions should be included in the Key Projects Report for 2021/22, in the proposed close meeting in April.
- 8.7. At the Overview and Scrutiny meeting in December, the NHLC Leisure Centre Refurbishment was reported as complete and the project has now been removed from future monitoring reports.

9. LEGAL IMPLICATIONS

- 9.1. No direct legal implications arise from this report. Legal implications for the projects listed in Appendix A are considered as part of those projects and will include (but are not limited to) governance, property, planning and contractual issues. Under the Local Government Act 2000 there is a legal requirement for Councils operating Executive arrangements to appoint an overview and scrutiny committee with remit to review decisions and other actions.
- 9.2. Overview and Scrutiny's terms of reference include at paragraph 6.2.7(s) of the Constitution "to review performance against the Council's agreed priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or service areas". This report gives the Committee an opportunity to comment on progress made against the projects that have been identified for delivery against the Council's objectives.

10. FINANCIAL IMPLICATIONS

- 10.1. There are no specific revenue implications.
- 10.2. The actions identified were resourced through the corporate business planning process cycle for 2020/21 that was undertaken in 2019/20. A number of these projects formed part of the Council's capital programme for 2020/21.

- 10.3 The Council continues to face difficult spending decisions in view of the reduction in government support in future years and the availability of funding continues to impact on the projects that can be undertaken.

11. RISK IMPLICATIONS

- 11.1. The Lead Officer for each project is responsible for identifying any risks to the successful delivery of the Project
- 11.2. Any major projects are identified as Corporate Risks for the Council and these are monitored by Risk Management Group and the Finance Audit and Risk Committee. These include the Local Plan.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. By reporting delivery against the key projects for 2020/21 this provides a means to monitor whether the council are meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriate services to the community to meet different people's needs. This assists the Council to fulfil a number of obligations arising from the Public Sector Equality Duty.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

- 14.1. There are no known Environmental impacts or requirements that apply to this report. Environmental Impact Assessments will be undertaken where required for individual projects.

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 There are no additional human resource implications arising from this monitoring report. The resources needed to deliver projects should be considered through the Corporate Business Planning process.

16. ENVIRONMENTAL IMPLICATIONS

16.1. There are no known Environmental impacts or requirements that apply to this report. However Environmental Impact Assessments will be undertaken for each individual Project as part of the project initiation stage.

17.APPENDICES

17.1Appendix A – 3rd Quarter Monitoring against Key Projects for 2020/2021

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19. BACKGROUND PAPERS





19.1None.





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Appendix A – 2020/2021 reporting against Projects identified in the Council Plan – as at 15/02/2021

For **Q3 2020/2021** North Hertfordshire District Council is reporting against 13 ongoing Projects to support the Council Plan 2020 - 25


Key for the Report




Status key	
	Project Halted / Funding not available / Extremely Late
	Project behind original due date/ unlikely to hit original due date.
	Project not due for completion in year / has not reached due date
--	Project Pending
	Project Completed.

Status	Q3	Q2	Q1	Summary of Movement this Qtr.
	0	0	0	
	5	3	3	Customer Portal / Play area Howard Park flagged as amber
	6	9	10	
--	1	1	2	
	1	1	0	Brexit marked as complete/ NHLC removed from reporting
Total	13	14	15	


- Where projects are b/f from previous years, their status is retained until they are complete – to ensure transparency




Projects supporting the Council Plan 2020/2025





	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
Status – COMPLETE - 1						
Brexit (Preparation for Brexit - deal or no deal) and implementation / management of those impacts, challenges and risks).		Build Thriving & Resilient Communities	<p>Working with regional lead and Local resilience forums to prepare for Brexit (deal or no deal).</p> <p>Work with strategically important contractors to understand the risks they will potentially face and to ensure plans are being taken to mitigate those risks if possible.</p> <p>Contribute to countywide preparations for managing potential emergency incidents associated with Brexit, e.g. local food resilience/ strategic co-ordination group and local resilience forums</p> <p>Work with LLG and MHCLG on process mapping for governance/secondary legislation process</p>			This action refers to the preparation for Brexit, with a due date of 31 December 2020 that was aligned with the end of the transition period. As the due date has now passed, this action has in effect been completed. Obviously, work continues to implement the Trade and Cooperation Agreement, subsequent legislation and the risks/actions for NHDC continue to be recorded and monitored via the Corporate Risk entry. Officers (and Project Board) will consider if any of the associated actions should be included in the Key Projects Report for 2021/22 when it meets at the potential close meeting in April.



			<p>mapping. Constitution/delegation and warrant checks being undertaken. Relevant managers to check policies for compliance and enforcement post Brexit issues. </p> <p>Draft contract clause to cover data transfer – use of change of law provision to impose </p> <p>Exceptions and tension monitoring reports to be sent and received.</p>			
Status – GREEN - 6						
<p>Develop long term museum storage solution</p> <p>To equip the museum service with a sustainable storage solution suitable for the effective management of the collection for</p>	Enterprise and Co-operative	Build Thriving & Resilient Communities	<p>Develop Fully Costed Proposal</p> <p>Further Milestones to follow</p>	Nov 2020		<p>Although we are waiting on some clarifications from the Estates team over site boundaries, the expectation is that we will soon have a fully costed proposal. We are looking at a purpose-built facility on the same site as the current buildings. However, this would be condensed into a facility at the back of the existing plot, allowing us to then use the front of the plot for an alternative purpose and to make more efficient use of our assets. The creation of this facility will safeguard the museum collection for the foreseeable future and will allow us</p>

<p>the foreseeable future.</p> <p>(capital programme)</p> <p>Project will span more than 1 year.</p>						<p>to completely vacate the former Hitchin Museum and Letchworth Museum sites of all items from the museum collection and to put these sites to a different use.</p>
<p>Refurbishment of lifts at Lairage Car Park – Project will span more than 1 year</p> <p>(capital programme)</p>	Finance and IT	A More Welcoming and Inclusive Council	<p>Determine requirements</p> <p>Procurement of Contractor</p> <p>Practical completion</p>	<p>Summer 2020 </p> <p>Dec 2020 </p> <p>Oct 2021</p>		<p>Milestone complete</p> <p>Contract signed 11/12/2020</p>
<p>Delivery of the Climate Change Strategy</p> <p>(council plan)</p> <p>Installing additional electric vehicle charging points in council</p>	Housing & Env Health	Respond to Challenges to the Environment	<p>Electric Vehicle Charging Strategy Scoping Document supported by the Executive Members and their deputies.</p> <p>Other milestones to follow once strategy adopted.</p>			<p>Strategy document being prepared, meanwhile work is on-going with regard a pilot scheme for EV charging within Hitchin. Following a meeting with the MP and Minister and subsequent DEFRA meetings there is no current grant scheme for a pilot although a scheme is being considered as an option in 21/22</p>

car parks to ensure that every car park has charging points in at least 5% of spaces, with a minimum of two spaces per car park.						It should be noted that officer time is currently focused on responding to and recovering from the pandemic.
Disposal of surplus assets (Remove maintenance obligation and generate capital receipts) Will span more than one Financial year. (capital programme)	Enterprise and Co-operative	Enable an Enterprising & Co-operative Economy	Land adjacent to Hill View, Rushden ✓ 29 Gernon Road, Secondary Centre & Document Centre, and surrender of Town Lodge lease ✓ Land at Clare Crescent, Baldock Land adjacent 1 North End, Kelshall; Land adjacent 9 North End, Kelshall; Land at The Green, Ashwell Road, Newnham;	30/04/20 31/03/2021 (was 31/08/20) 31/03/2022 31/03/2021 31/03/2021 31/03/2021		Sold April 2020. The surrender of the lease and disposal of the relevant properties were completed on 13 January 2021. Land at Hawthorn Close, Hitchin: On hold; NHDC not looking to dispose for the foreseeable future. Land at Passingham Avenue, Hitchin: On hold; NHDC not looking to dispose for the foreseeable future

Acquisition of Property investments (capital programme)	Enterprise and Co-operative	Enable an Enterprising & Co-operative Economy	Continue to explore opportunities to improve the financial viability of property letting company and seek to explore other opportunities for trading companies. Explore the Council options for letting or selling Harkness Court. The commercial team will explore acquisition opportunities, if they meet the acquisition criteria each one will require a business case to seek approval for the Council to proceed.	31/03/21 31/03/21		Work on the financial options appraisal for Harkness Court continues. The aim is to complete this, with a clear way forward approved, by the time the property conversion is completed. The estimated completion date for the property conversion is now March 2021. The financial options work will help to inform the financial viability of the Property Letting Company.
Property conversion at Harkness Court, Hitchin to provide Housing at market rents (service delivery plan)	Enterprise and Co-operative	Enable an Enterprising & Co-operative Economy	Commence works  Completion of works	Aug 20 Feb 21		The Building Contract has now been signed. The contractor's site manager entered site on 28 th July 2020 to familiarise himself with the site. Work commenced on 5 August and completion is estimated for March 2021.
Status – AMBER - 5						

Examination and Adoption of the Local Plan 2011 - 2031 (b/f form previous year)	Planning and Transport	Build Thriving & Resilient Communities	Milestones and dates will depend on the Planning Inspectorate			<p>Following the two further hearing days in early February the Inspector proposes to undertake a focused consultation on Main Modifications. A report will be taken to the March Cabinet.</p> <p>It is anticipated the Inspector will issue a letter following consideration of the responses to the consultation.</p> <p>All information has been added to the Councils website at the link below. www.north-herts.gov.uk/localplan</p>
Implement a "customer account" for customers to access specific information relating to them and to enable them to transact with the Council from a single log-on. (council plan)	Leader	A More Welcoming and Inclusive Council	Implement Customer and Member Portals	Dec 2020		The Customer MyAccount portal is now live. We have gone with a soft launch, targeting e-billing customers and callers to the CSC to sign up initially and will then follow up with a bigger launch, so this milestone is complete. The Councillor portal is in its very final stages and we are reviewing it again this week to see if we are ready to go live
Renovate play area Howard Park, Letchworth	Environment & Leisure	Build Thriving & Resilient	Consultation on Design 	10/08/2020		Contract has been tendered and awarded. First initial contract meeting took place week commencing 25 January 2021 and we are awaiting confirmation of delivery

(capital programme)		Communities	Complete renovation	31/03/2021		timescales for the new equipment. Estimated timeline is that the project will over run into the new financial year by approximately four weeks as a result.
Development of a Crematorium in North Hertfordshire (b/f from previous year)	Environment & Leisure		Appeal Hearing Obtain outline planning permission from Central Beds Review Options for obtaining detailed planning permission.	13/05/20 Further dates once outcome of hearing is known		Central Bedfordshire refused the outline planning application in March 2019. Cabinet approved funding for an appeal on 26 March 2019 The appeal was submitted in September 2019. The Hearing date was originally set for 13/05/2020, however this was postponed due to Covid19. A further hearing planned for the 18 th November 2020 was also cancelled by the planning Inspector. A new Inquiry date has been set for 22/02/2021. In the meantime, the Statement of Common Ground and Hearing Statement have both been updated to reflect current circumstances and the impact of the virus. If planning permission is granted, Officers will assess any planning conditions and the options for progressing development.
Designating air quality management areas in Hitchin to address the improvement of	Housing & Env Health	Respond to Challenges to the Environment	Work with businesses to reduce emissions from freight deliveries and buses/coaches" Negotiate with developers through the planning			Due to the current Pandemic officer time has been focused on the response to and recovery from this situation.

<p>the air quality – Stevenage Road and Paynes Park. (5 Year Plan commenced 2018)</p>			<p>process to implement charging points in new homes.</p> <p>Anti-idling campaign to encourage drivers to switch off when stationary, including investigation of enforcement options</p> <p>Review of on-street parking in air quality management areas</p> <p>Participate in National Clean Air Day</p>	<p>08/10/2020</p>		<p>However, the following work is still on-going:</p> <ul style="list-style-type: none"> • DEFRA grant bid submitted to undertake a feasibility study for the District with regard EV charging. The outcome of this bid is expected in Feb / March 2021 • The ECO Stars scheme to work with business fleets to reduce emissions is anticipated to commence in April; • Work still on-going with regard a Hitchin pilot for EV charging (see above); • Annual return to DEFRA has been approved with regard the two AQMA within Hitchin; • Charging points for new homes embedded within the planning process.
<p>Status – RED - 0</p>						
<p>Status – PENDING - 1</p>						
<p>Churchgate</p>	<p>Leader</p>	<p>Build Thriving & Resilient</p>	<p>Explore Options</p>		<p>--</p>	<p>Full Council on 7 February 2019 approved the principle of purchasing the Churchgate Shopping Centre, subject to the economic case. It also confirmed that</p>

		Communitie s			<p>any regeneration must be a viable investment that maintains a return to the Council.</p> <p>Full Council on 20 March 2019 voted to put Hitchin forward for a "Future High Streets Fund" bid. Unfortunately, the bid was not successful.</p> <p>Officers continue to explore the options around Churchgate with a report back to Full Council in due course.</p>
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**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2021**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: KEY PROJECTS FOR 2021/22

REPORT OF: SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

CURRENT COUNCIL PRIORITY: ATTRACTIVE AND THRIVING / PROSPER AND PROTECT
/ RESPONSIVE AND EFFICIENT

NEW COUNCIL PRIORITY: BE A MORE WELCOMING INCLUSIVE AND EFFICIENT
COUNCIL / BUILD THRIVING AND RESILIENT COMMUNITIES / RESPOND TO
CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-
OPERATIVE ECONOMY / SUPPORT THE DELIVERY OF GOOD QUALITY AND
AFFORDABLE HOMES

1. EXECUTIVE SUMMARY

To present to the Committee the key projects to be delivered to support the Council Plan
2021 - 26

2. RECOMMENDATIONS

- 2.1. For the Committee to note the key projects, subject to capacity, that will be the key focus
for the Council 2021 / 2022.

3. REASONS FOR RECOMMENDATIONS

- 3.1 The Corporate Business Planning Timetable requires the key projects to be considered by
this Committee. In addition, this Committee has a role in monitoring the delivery of these
projects.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. There are no alternative options for this report.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. Consultation has been undertaken by the relevant Lead Officer and Executive Member for these key projects. In addition, a number of the projects are included within the Capital Programme for 2021/22 that was considered by Council on 11 February 2021.

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1. This Committee reviewed the Corporate Business Planning Timetable in June 2014 and noted that it would remain for subsequent years. The final item on this timetable is for this Committee to “establish programme management arrangements and reporting times for the new plan”.
- 7.2. This report refers to the specific projects that support the delivery of the Council’s agreed Council Plan.

8. RELEVANT CONSIDERATIONS

- 8.1. The Council Plan 2021-26 identifies a number of key objectives for the District. Many of the projects listed, constitute “Business as Usual” and are achieved as part of normal service delivery. This includes work undertaken against a wide range of areas such as ongoing repair and maintenance to pavilions and footpaths, in accordance with allocated funding in the Capital programme for the Green Space Strategy. Other Business as Usual examples include the growth of the Careline service, which is monitored via Performance Management or Capital monitoring
- 8.2. The key projects to be reported against for 2021/22 are included in Appendix A. Some of these projects are a continuation of those identified in the Corporate Plan 2020-25, generally the larger projects which span more than one financial year. There are some additional projects which have been identified and agreed through the Capital programme for 2021/22.
- 8.3. Appendix A includes the current plans and where available, key milestones for reporting progress. Where the projects span more than one year, the milestones will reflect only the actions which are to be achieved in the 2021/22 year. These will be subject to further review depending on the Council’s capacity. In addition to these indicative reporting details, and where no specific mention is made, updates will be provided to Executive Members and may be provided, where relevant, through the Members information Service (MIS). A summary update on all the projects will be included in the quarterly report to this Committee. Progress against some will be monitored through the Capital monitoring reports to the Finance, Audit and Risk Committee and to Cabinet.
- 8.4. Detailed milestones to deliver the projects will be included in Service Plans and agreed with individuals through the Regular Performance Review process. Key milestones will be recorded on Pentana Performance and progress against delivery of these is monitored through the Senior Management Team.

9. LEGAL IMPLICATIONS

- 9.1. No direct legal implications arise from this report. Legal implications for the projects listed in Appendix A are considered as part of those projects and will include (but are not limited to) governance, property, planning and contractual issues. Under the Local Government Act 2000 there is a legal requirement for Councils operating Executive arrangements to appoint an overview and scrutiny committee with remit to review decisions and other actions.
- 9.2. Overview and Scrutiny's terms of reference include at paragraph 6.2.7(s) of the Constitution "to review performance against the Council's agreed priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or service areas". This report gives the Committee an opportunity to comment on progress made against the projects that have been identified for delivery against the Council's

10. FINANCIAL IMPLICATIONS

- 10.1. There are no direct financial implications from this report. A number of these projects are included within the Council's agreed Capital and Revenue programme for 2021/22.
- 10.2. The Council continues to face difficult spending decisions in view of the reductions in Government support in future years and the availability of funding continues to impact on the projects that can be undertaken.

11. RISK IMPLICATIONS

- 11.1. The Lead Officer for each project is responsible for identifying any risks to the successful delivery of the Project
- 11.2. Some of these major projects have been identified as Corporate Risks for the Council and these are monitored by Risk Management Group and the Finance Audit and Risk Committee. These include:
- Local Plan

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. By considering the key projects for 2021/22 this provides a means to monitor whether the council are meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriate services to the community to meet different people's needs. This assists the Council to fulfil a number of its obligations arising from the Public Sector Equality Duty.

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. HUMAN RESOURCE IMPLICATIONS

- 14.1. There are no additional human resource implications arising from this monitoring report. The resources needed to deliver projects should be considered through the Corporate Business Planning process

15. ENVIRONMENTAL IMPLICATIONS

- 15.1. There are no known Environmental impacts or requirements that apply to this report. However Environmental Impact Assessments will be undertaken for each individual Project as part of the project initiation stage.

16. APPENDICES

- 16.1 Appendix A – Key Projects to be monitored for 21/22.

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

- 17.1. None.

Projects supporting the Council Plan 2021/2026

	Portfolio	Directorate	Milestones for Completion in 2021 Year	Due Date Where available
Build Thriving and Resilient Communities				
Churchgate b/f from previous year	Leader	Chief Executive	Explore Options	
Develop long term museum storage solution To equip the museum service with a sustainable storage solution suitable for the effective management of the collection for the foreseeable future. (capital programme)	Enterprise and Co-operative	Commercial	Milestones and dates to follow	
Examination and Adoption of the Local Plan 2011 - 2031 b/f form previous year	Planning and Transport	Regulatory	Milestones and dates will depend on the Planning Inspectorate Consultation on Main Modifications following March 2021 Cabinet Letter from the Inspector Full Council for adoption of the Local Plan	TBC TBC TBC
A More Welcoming Inclusive and Efficient Council				
Development of a Crematorium in North Hertfordshire (b/f from previous year)	Environment & Leisure	Place	Appeal Hearing Obtain outline planning permission from Central Beds	22/02/2021 Further dates once outcome of hearing is known

			Review Options for obtaining detailed planning permission.	
Refurbishment of lifts at Lairage Car Park (b/f from previous year)	Finance and IT	Resources	Practical completion	Oct 2021
Respond to Challenges to the Environment				
Roll out separated recycling bins for flats across the district. (Council Plan)	Waste, Recycling & Environment	Place	Milestones to follow	
Trial / Experimental EV Charging Points in North Herts (Council Plan)		Regulatory	Adoption of EV Strategy and associated Action Plan in accordance with the Review and adoption of NHDC Climate Change Strategy. Roll out of Trail/Experimental EV charging points together with seeking suitable funding opportunities for delivery	July 2021 March 2022
Set up Community Tree Planting Programme (Council Plan)			Milestones to follow	
Preparation of a Cycle and Walking Strategy (Capital Programme)	Planning & Transport	Regulatory	Working in partnership with HCC on the Preparation of Local Cycling, Walking & Infrastructure Plan (LCWIP) – with identified schemes for implementation post 2021.	Nov 2021
Delivery of the Climate Change Strategy		Legal and Community	Milestones and dates to follow	
Enable an Enterprising and Co-operative Economy				
Disposal of surplus assets	Enterprise and Co-operative	Commercial	Land at Clare Crescent, Baldock	tbc

(Remove maintenance obligation and generate capital receipts) (capital programme)			Land adjacent 1 North End, Kelshall; Land adjacent 9 North End, Kelshall; Land at The Green, Ashwell Road, Newnham;	
Acquisition of Property investments (capital programme)	Enterprise and Co-operative	Commercial	Continue to explore opportunities to improve the financial viability of property letting company and seek to explore other opportunities for trading companies. The commercial team will explore acquisition opportunities, if they meet the acquisition criteria each one will require a business case to seek approval for the Council to proceed.	
Provide Housing at Market Rents (Capital Programme)	Enterprise and Co-operative	Commercial		
Introduce a North Herts Community Lottery	Enterprise and Co-operative	Commercial	Obtain License Run engagement events Go Live	tbc
Supporting the Delivery of Affordable Homes				
Develop and Implement a cohesive Empty Homes Strategy		Regulatory	Develop Strategy Further Milestones to follow on.	

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**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2021**

PART 1 – PUBLIC DOCUMENT

TITLE OF REPORT: AN UPDATE OF THE COMMERCIAL DIRECTORATE'S PROGRESS AND FUTURE WORK PROGRAMME

REPORT OF: Service Director – Commercial

EXECUTIVE MEMBER: Executive Members for Enterprise and Cooperative Development.

COUNCIL PRIORITY: BUILD THRIVING AND RESILIENT COMMUNITIES / RESPOND TO CHALLENGES TO THE ENVIRONMENT / ENABLE AN ENTERPRISING AND CO-OPERATIVE ECONOMY

1. EXECUTIVE SUMMARY

To provide the committee with an update on the progress of the Commercial Directorate and set out plans for the future work programme.

2. RECOMMENDATIONS

2.1. For the Committee to note the report.

3. REASONS FOR RECOMMENDATIONS

3.1. The report is following the request of the committee for an update on the progress of the Commercial Directorate work programme and is for information only.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. None.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

5.1. The Executive Member and Deputy Executive Member for Enterprise and Co-operative Development have been kept regularly updated on the work of the Commercial Directorate and have been fully briefed on the contents of this report.

6. FORWARD PLAN

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

7. BACKGROUND

- 7.1. The Service Director – Commercial presented to this committee in December 2020 and provided an update of the work taken place by the team/ s so far. This report is to provide an updated position since December, and to outline any key projects that will be taking place in the near future.

8. RELEVANT CONSIDERATIONS – COMMERCIAL UPDATE

- 8.1. This report sets out an update on commercial activity by the Commercial Directorate since the last update in December 2020. It is important to recognise that commercialisation is practiced within the Council to ensure the organisation is constantly evolving and exploring opportunities for the future development and success of NHDC.
- 8.2. **Commercial Strategy** - Upon advice given by an appointed consultant in May 2020 and to ensure NHDC is in line with the changing environment, the Commercial Strategy is being refreshed. The Commercial Manager continues to lead on this project and is in the process of finalising the measurables and targets previously presented at this Committee. As discussed in December, any further thoughts or inputs from members within this Committee are much welcomed. It is our aim to set realistic, transparent targets that are reflective of the Commercial team, the current environment and the rest of the Council. The refresh reflects NHDC's route to success and desire to be more competitive. The strategy also demonstrates the value and importance of social impact when investing in the local community. As an addition to the strategy, a project tracker will also be created by the Commercial team. This will allow officers and members to have a clear sight of live projects and will aim to give the wider organisation a better understanding of our purpose and aims. The strategy is currently seeking approval from Executive Members, the Senior Leadership Team and Public Liaison Board and if need be Cabinet before being published. We are currently on target to have a final draft version of the strategy ready for review at the end of March 2021.
- 8.3. **Business Partnering** - The Commercial team have been successfully operating under a business partnering approach since January 2021. As a result of this, the teams are seeing a large increase in the amount of officer engagement from other service areas which is resulting in more commercial projects coming forward to be explored and implemented. It is also proof that as an organisation, we are understanding the need and benefits of commercialisation. We are in particular working closely with the Grounds, Human Resources, Careline and Estates teams on various exciting projects.
- 8.4. **Purchasing Annual Leave scheme** – Following its success during the trial period, this project is being taken forward for another year. HR are monitoring this project and regularly update the Commercial team on its progress.
- 8.5. **Community Lottery** – A single tender process has been conducted and completed to appoint the contractor suitable for this project. Following a successful project kick off meeting, a project timeline/ plan has now been implemented. The next stage of this project involves a Gambling Licence application (this can take up to 16 weeks to obtain approval), followed by the launch event currently scheduled for 1 June 2021. The first draw of the Community Lottery will take place on 7 August 2021.

- 8.6. **Bury Mead site, Hitchin** – A feasibility study has now taken place regarding potential leisure facilities at the site. The study (led by The Sports Consultancy) found that due to factors such as space limitations and demand in the local area, a leisure facility is not viable at the Bury Mead site. We are happy to share this report with members, therefore please contact a member of the Commercial team if you would like a copy. The team are now continuing to review new options for the commercial use of the site, inclusive of storage units.
- 8.7. **Becoming a more Cooperative Council** – The agenda for the next four Cabinet Panels on Community Engagement and Cooperative Development have now been set. The Panel will aim to cover the following subjects: Local Arts groups and the work they have been doing throughout lockdown, the benefits of social media for local business, celebrating and highlighting the resilience demonstrated by local businesses throughout lockdown/ the pandemic and the future of our town centres.
- 8.8. **Conversion of the former Careline offices at 55 Harkness Court, Hitchin** – Progress on this conversion is going well, with an estimated completion date being in April 2021. NHDC is currently appraising options for the property following conversion and has sought legal Counsel advice in this regard. Further information on this redevelopment project is provided in the Part 2 report.
- 8.9. **Charnwood House, Hitchin** - In December 2020, Cabinet approved the principle of community use for this property subject to wider consultation on users. Members and Offices will meet to formulate a strategy for structuring consultation in order to ensure widest practical community engagement.
- 8.10. **Town Hall Annexe, Royston** – NHDC Estates continues constructive negotiations with a major food retailer to lease out the NHDC-owned site currently occupied by the Town Hall Annexe at Melbourn Street, Royston. The proposal is to redevelop the site with a two-storey building comprising convenience store/food retail use on the ground floor and community use on the first floor. Further information on this redevelopment project is provided in the Part 2 report.
- 8.11. **Hitchin Bridge Club** - NHDC Estates intends to present a report to Cabinet on 16th March 2021 outlining an expression of interest from Hitchin Bridge Club to acquire a 99-year leasehold interest in 0.35 acres of NHDC's 4.19 acre public recreation ground at Cadwell Lane, Hitchin. The Club wishes to build a clubhouse and surface car park here. The report will present a series of options to Cabinet in line with the Community Asset Transfer policy outlining the pros and cons of the proposal from the perspective of NHDC, the wider community and the Bridge Club. A business case and more detailed information on the proposed leasehold acquisition by the Club will be presented to a second Cabinet meeting at a later date.
- 8.12. **Existing Estates portfolio** - The economic effects of Covid-19 continue to present challenges for managing NHDC's property portfolio. The Government's moratorium on commercial lease forfeiture is extended to the end of March 2021, a decision taken prior to the third lockdown which commenced in early January 2021. Property commentators widely expect a further extension of the moratorium to the end of June 2021. Estates continues to have or seek dialogue with tenants in rent arrears to encourage payment or establish payment plans where possible.

- 8.13. **Property Disposals** – In January 2021, NHDC Estates oversaw surrender of NHDC’s leasehold interest in Town Lodge and disposal of NHDC’s freehold interests in the adjacent bungalow at 29 Gernon Road, document centre and secondary centre. The capital receipt will help fund the District Council’s capital programme and acquire and develop new assets. The surrender and disposal have yielded significant revenue and capital savings for NHDC. The purchaser, Croudace Homes, intends to construct two detached 2-storey buildings comprising of 9 flats and one office building following demolition of the existing buildings. The capital receipt and further information are provided in the Part 2 report.
- 8.14. **Exchange of contracts** – NHDC Estates has exchanged contracts to sell, or expects very shortly to exchange to sell, the properties shown in the following table:

Property	Status
Land at Ivel Court, Letchworth Garden City	Exchanged
Land off Windmill Close, Barkway	Exchanged
Land off Templars Lane, Preston	Exchange expected soon
Land at The Green, Newnham	Exchanged. Completion expected soon
Land adjacent to 1 North End, Kelshall	Simultaneous exchange and completion are due to take place the w/c 22.02.2021.

- 8.15. The following table shows all sites that the Council is currently looking to dispose of with estimated dates for disposal. These disposals will generate capital receipts to further fund the Council’s capital programme and acquisition and development of new assets. The estimated capital receipts are shown in the Part 2 report.

Property	Proposed Disposal Date <i>End of:</i>
Town Lodge, Bungalow, Document Centre & Store, Gernon Road, Letchworth Garden City	Sold January 2021
Land at The Green, Newnham	2020-21
Land adjacent to 1 North End, Kelshall	2020-21
Land adjacent to 9 North End, Kelshall	2020-21
Land at Ivel Court, Letchworth Garden City	2021-22
Land off Windmill Close, Barkway	2021-22
Land at Clare Crescent, Baldock	2021-22
Land rear of Baldock Road, Letchworth Garden City	2021-22
Land off Templars Lane, Preston	2021-22
Land at Meadow Way, Therfield	2021-22
Site of Former Depot, Icknield Way, Letchworth Garden City	2022-23
Land off Yeomanry Drive, Baldock	2022-23
Land at The Snipe, Weston	2022-23

- 8.16. **Renewable Energy** remains a priority for the Commercial Directorate. So far, the team have worked alongside a consultant (Public Power Solutions Limited) to identify NHDC owned and private land suitable for a solar farm. Feasibility studies showed that it was not viable for NHDC to invest in this type of renewable energy due to the size and efficiency of the sites identified. However, since then the team have investigated other sources and are continuing to work alongside other Councils in order to pursue the best renewable energy project for North Hertfordshire. The team will be working alongside the Corporate Policy team, who have undertaken research regarding energy efficiencies of NHDC's estates. Both teams will aim to work with an appointed consultant to review and further investigate NHDC's options regarding energy, both from an income generation source and using our assets to be more energy efficient.
- 8.17. **Hitchin Market** - The Commercial Manager continues to contract manage Hitchin Markets Limited. The Council have recently been granted approval by Cabinet (26 January 2021) to enter a new contract with Hitchin Markets Limited effective from 31 March 2021. The new contract will set out similar terms to the previous contract (originally contracted in 2008) however with changes to the management fee, contract length and updates in law. All aspects of the contract are being investigated in order to be and act more commercially in support of the market. A Councillor has recently been appointed as a Director for Hitchin Markets Limited, which allows more Council involvement from both a strategic and operational aspect. As of 23 February 2021, Hitchin market remains open for essential trade only. This is being constantly monitored in line with government guidance and by the Hitchin Markets Limited board members. The market will continue to operate as an important, valuable 'hub' for the local community, providing social impact through its support to the towns recovery post pandemic.
- 8.18. **Hitchin Town Hall & North Hertfordshire Museum** – Although the facility is currently close due to the 3rd Lockdown the town hall has continued to generate income during the course of 2020/21, despite Covid-19 measures with over £3,000 generated from fitness classes alone and a further £1,000 of income from weekly community group bookings.
- 8.19. North Hertfordshire Museum reopened at the earliest possible opportunity, following the first lockdown, enabling income to be generated via sales in the gift shop and café totalling over £10,000.
- 8.20. Hitchin Town Hall staff have agreed to be temporarily redistributed to backfill museum responsibilities which has helped in covering vacancies without recruiting to these positions for the time being.
- 8.21. Overall, there has been a quick response to changing government guidance throughout the last year which has enabled Hitchin Town Hall and North Hertfordshire Museum to maximise income generation opportunities.
- 8.22. Since November, North Herts Museum and Hitchin Town Hall have been unable to open as a result of Government guidance but efforts have been made to provide engaging online content, virtual lectures and virtual classroom sessions for local schools.
- 8.23. Since February 2021 Hitchin Town Hall has been used as a COVID rapid test site, working alongside Herts County Council and the National Health Service to provide this for service for Key and Essential workers.

- 8.24. **Working with other Councils** – The team are continuing to work alongside and build partnerships with other Council's such as Stevenage Borough Council. The teams are sharing expertise and intelligence regarding strategy, approach and any potential opportunities to joint venture in the future.
- 8.25. The team have been and will continue to monitor the commercial successes and losses felt by other Council's throughout the pandemic.
- 8.26. In order to be more commercial, it is important that we act business like. To help the Council do this, it is imperative that we collaborate or partner with private sector businesses to support our commercial vision. More information on this can be found in Part 2 of this report.

9. LEGAL IMPLICATIONS

- 9.1. There are various legislative provisions that give Local Authorities the power to trade, such as S1 of the Local Authority (Goods and Services) Act 1970, S95 of the Local Government Act 2003 and S1 of the Localism Act 2011 ('the general power of competence'). As part of the assessment of any proposed trading activity pursuant to the Commercial Strategy, the Council will need to ascertain the most appropriate power and comply with any associated requirements.
- 9.2. Section 120 of the Local Government Act 1972 provides the District Council the power to acquire or develop property for the purposes of NHDC's functions or for the benefit, improvement or development of its area. In its capacity of local authority, the District Council cannot borrow to acquire or develop property purely in order to profit from the investment of the sums borrowed. However, this does not necessarily preclude the Council generating a surplus from property acquired or developed pursuant to the Strategy.

10. FINANCIAL IMPLICATIONS

- 10.1. Financial implications are covered in the body of the report.

11. RISK IMPLICATIONS

- 11.1. The body of the report has referenced the relevant risks associated with the update.
- 11.2. There is a Corporate Risk entitled "Income Generation", which assesses the risks associated with the Council adopting a more commercial approach to service delivery, as well as focusing on the many opportunities and positive benefits it could achieve by delivering the aims and objectives of the Commercial Strategy.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

12.2. The strategy states that all proposed ideas will be of an ethical nature and will be considered to have a positive impact on the community as a basis for consideration. In line with the Council's commitment to demonstrate due regard the Equality Duty, it will conduct equality impact assessments where required (i.e. any key decisions, major budget implications and any revisions to major service provisions).

13. SOCIAL VALUE IMPLICATIONS

13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

14.1. There are no known Environmental impacts or requirements that apply to this report. Any of the land disposals as noted at 8.16 will consider any individual environmental impacts as they approach their disposal dates.

15. HUMAN RESOURCE IMPLICATIONS

15.1 There are no human resources implications for this report.

16. APPENDICES

16.1 None.

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

- 18.1 North Hertfordshire District Council's Property and Development Strategy 2020-2026
- 18.2 North Hertfordshire District Council's Commercial Strategy 2020-2023

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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