

NORTH HERTFORDSHIRE DISTRICT COUNCIL



3 December 2021

Our Ref Overview and Scrutiny Committee/14
December 2021
Contact. Committee Services
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To: Members of the Committee: Councillors David Levett (Chair), Daniel Allen (Vice-Chair), David Levett, Daniel Allen, Kate Aspinwall, Mike Hughson, Tony Hunter, Nigel Mason, Jim McNally, Ian Moody, Lisa Nash, Carol Stanier, Claire Strong and Terry Tyler

Substitutes: Councillors Clare Billing, Ruth Brown, Morgan Derbyshire, Terry Hone, Gerald Morris, Sam North and Kay Tart

NOTICE IS HEREBY GIVEN OF A

MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE

to be held in the

**COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERON
ROAD, LETCHWORTH GARDEN CITY**

On

TUESDAY, 14TH DECEMBER, 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	
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 - 14 SEPTEMBER 2021 To take as read and approve as a true record the minutes of the meeting of the Committee held on the 14 September 2021.	(Pages 5 - 12)
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 13 - 14)
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 15 - 28)
To consider the issues that the Overview and Scrutiny Committee plans to review at future meetings and the activities of its sub-groups.
- 11. INTEGRATED PERFORMANCE MANAGEMENT** (Pages
REPORT OF THE SERVICE DIRECTOR – RESOURCES 29 - 34)
- 12. Q2 PERFORMANCE INDICATORS 2021-22** (Pages
REPORT OF THE CONTROLS, RISK AND PERFORMANCE MANAGER 35 - 44)
An update on performance to the end of September 2021.
- 13. PROGRESS AGAINST PROJECTS TO SUPPORT THE COUNCIL PLAN** (Pages
REPORT OF THE CONTROLS, RISK AND PERFORMANCE MANAGER 45 - 60)
To receive update on progress against projects to support delivery of the Council Plan in the last quarter.
- 14. COMMENTS, COMPLIMENTS AND COMPLAINTS HALF YEAR REPORT** (Pages
REPORT OF THE CUSTOMER SERVICE MANAGER 61 - 68)
To receive a half year update on the 3Cs data from April to September 2021.
- 15. COMMERCIAL UPDATE** (Pages
REPORT OF THE SERVICE DIRECTOR – COMMERCIAL 69 - 76)
To receive an update on the progress of the Commercial Directorate and set out plans for the future work programme.
- 16. 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 Paragraphs 3 of Part 1 of Schedule 12A of the said Act (as amended).
- 17. COMMERCIAL UPDATE - PART 2** 77 - 86
REPORT OF THE SERVICE DIRECTOR – COMMERCIAL
To receive an update on the progress of the Commercial Directorate and set out plans for the future work programme.

18. MEMBERS' QUESTIONS

To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.

Agenda Item 3

NORTH HERTFORDSHIRE DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD IN THE COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERON ROAD, LETCHWORTH GARDEN CITY
ON TUESDAY, 14TH SEPTEMBER, 2021 AT 7.30 PM

MINUTES

Present: *Councillors: Daniel Allen (Vice-Chair), Tony Hunter, Nigel Mason, Jim McNally, Lisa Nash, Sue Ngwala and Claire Strong*

In Attendance: *Jo Dufficy (Service Director - Customers), Rachel Cooper (Controls, Risk and Performance Manager), Chris Jeffery (Interim Customer Service Manager), William Edwards (Committee, Member and Scrutiny Manager) and Anna Gouveia (Committee, Member and Scrutiny Officer)*

Also Present: *At the commencement of the meeting approximately 2 members of the public, including registered speakers.*

32 WELCOME

Audio recording – 9 seconds

The Vice-Chair welcomed everyone to the Overview and Scrutiny Committee meeting that was being held in the Council Chamber and advised that the meeting was being streamed live on the Council's YouTube channel and some Officers and Guest Presenters were joining online.

The Vice-Chair invited the Committee, Member and Scrutiny Officer to explain how proceedings would work.

The Committee, Member and Scrutiny Officer undertook a roll call of those officers and guests joining the meeting online to ensure that they could hear and be heard and gave advice regarding the following:

- Rules of Debate;
- Voting; and
- Covid Risk Assessment Measures.

The Vice-Chair of the Overview and Scrutiny Committee, Councillor Daniel Allen started the meeting proper.

33 APOLOGIES FOR ABSENCE

Audio recording – 2 minutes 13 seconds

Apologies for absence were received from Councillors David Levett, Kate Aspinwall, Ian Moody, Carol Stanier and Terry Tyler.

Having given due notice, Councillor Morgan Derbyshire advised that he would be substituting for Councillor David Levett.

34 MINUTES - 22 JUNE 2021 AND 13 JULY 2021

Audio Recording – 2 minutes 34 seconds

Councillor Daniel Allen proposed, Councillor Lisa Nash seconded, and it was:

RESOLVED: That the Minutes of the Meetings of the Committee held on 22 June 2021 and 13 July 2021 be approved as a true record of the proceedings and be signed by the Chair.

35 NOTIFICATION OF OTHER BUSINESS

Audio recording – 3 minute 31 seconds

There was no other business notified.

36 CHAIR'S ANNOUNCEMENTS

Audio recording – 3 minutes 34 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 recording would be available on the Council's website 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.

37 PUBLIC PARTICIPATION

Audio recording – 3 minutes 58 seconds

Mr Gavin Cansfield and Ms Penny Metcalf, settle, were in attendance to give a presentation under Item 9.

38 URGENT AND GENERAL EXCEPTION ITEMS

Audio recording – 4 minutes 3 seconds

The Vice-Chair advised that the Chair of the Overview and Scrutiny Committee, had agreed the following:

- an item regarding Community Lottery New Policies not previously notified to be considered by Cabinet at the meeting held on 20 July 2021,
- a delegated decision be made regarding Allocation of Homelessness Funding, not previously notified, and;
- an item regarding the future of the Wilbury Hills Crematorium Project not previously notified to be considered by Cabinet on 21 September 2021.

39 CALLED-IN ITEMS

Audio recording – 4 minutes 36 seconds

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

40 PRESENTATION FROM SETTLE

Audio recording – 4 minutes 40 seconds

Mr Gavin Cansfield and Ms Penny Metcalf, settle, thanked the Chair for the opportunity to address the Committee, and gave a PowerPoint presentation entitled 'Delivering more homes', followed by a question and answer session with the Committee.

Mr Cansfield included the following points in his presentation:

- Settle was a housing association which helped people who were struggling to find a place to live. Its purpose was to help people live comfortably in their homes;
- Its plan was to contribute to solving the housing crisis, to be a trusted landlord and a place where colleagues loved to work;
- It was delivering new, good quality homes in North Hertfordshire and investing in existing neighbourhoods with a focus on sustainability and working with partners;
- It hoped to build 1500 homes by 2024, and thereafter 400 each year;
- There were a number of ways in which settle and the Council could work together in future to meet the shared objective of delivering affordable housing for residents.

The following Councillors asked questions:

- Councillor Sue Ngwala;
- Councillor Morgan Derbyshire;
- Councillor Claire Strong;
- Councillor Tony Hunter;
- Councillor Nigel Mason.

Comments and questions included:

- There was a perception that moving from shared ownership could be expensive in terms of the fees which the resident had to pay;
- How many of the new homes intended to be built would be achievable without the Local Plan being passed in North Herts?
- It was good to see that some rural areas were getting affordable housing, such as the development in Holwell village;
- How many of the 1500 homes intended to be built would be within North Herts?
- The new playground in Westmill Estate was very good and popular with local residents.

Mr Cansfield and Ms Metcalf replied to questions as follows:

- Shared ownership household costs were on average 70% of that of the open market. The shared ownership model was being adapted by government policy to help it be accessible to as many people as possible. By way of further information, Members could be provided with a note on the recent scheme in Royston and how that helped households there;
- The supply of new homes coming through the planning process at the moment was lower than required to meet settle's house building targets; settle was looking at ways to unlock the delivery of more new homes;
- 1000 homes had currently been identified to build, 300 of these were in North Herts. It was hoped that as more houses were identified, more of these would be in North Herts to increase the percentage from 30%;
- Settle had delivered around 9,500 homes to date;

- Members would be provided with a list of contacts in case of queries from members of the public on operational matters. Walkabouts would also be arranged if Members wished;
- Market sales were rare - the only reason for them was to cross-subsidise the affordable product;
- One in four of the homes settle developed was for social rent, i.e. the supply of social rent homes had been increasing;
- 20-25 homes were lost each year through the statutory Right to Acquire scheme.

The Chair thanked Mr Cansfield and Ms Metcalf for their interesting and informative presentation.

- **RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE**

Audio recording – 29 minutes 9 seconds

The Vice-Chair introduced William Edwards as the new Committee, Member and Scrutiny Manager.

The Committee, Member and Scrutiny Manager presented the report entitled Resolutions of the Overview and Scrutiny Committee and advised of one amendment to the report as follows:

- Cabinet re-considered the item concerning the Community Lottery – New Policies at its meeting on 20 July 2021, and agreed the recommendations of the Overview and Scrutiny Committee, therefore this item could be marked as complete and removed from the list.

Councillor Jim McNally proposed, Councillor Lisa Nash seconded and upon being put to the vote it was:

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.

- **OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME**

Audio recording – 30 minutes 58 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;
- Appendix B - Forward Plan - 31 August 2021;
- Appendix C - Corporate Peer Challenge Extracts from Action Plan.

He drew attention to the following:

- The presentation from settle had now been received so this could be removed from the future work programme;
- The proposed topic of the Recovery of Our Town Centres following the Pandemic had been scheduled to be considered by the Cabinet Panel on Community at its meeting of 8 November. This had been agreed by the Chair and any Member was welcome to attend to participate in the meeting which would be held online;

- Members were requested to inform the Committee, Member and Scrutiny Manager via the Committee Services email address if they had any topics for the Crime and Disorder Matters meeting in January 2022, so that the information could be prepared;

The following Members asked questions and commented on the report:

- Councillor Claire Strong;
- Councillor Morgan Derbyshire.

Councillor Claire Strong expressed disappointment that the Recovery of the Town Centres would not be considered by the Overview and Scrutiny Committee and undertook to discuss this further outside the meeting with the Chair of the Committee.

Councillor Morgan Derbyshire asked why the regular Commercial Update was not presented to the Finance, Audit and Risk Committee as it covered income generation. The Committee, Member and Scrutiny Manager undertook to discuss this further with the Chair of the Committee, in consultation with the Service Director – Commercial.

RESOLVED:

- (1) That the report entitled Overview and Scrutiny Committee Work Programme be noted;
- (2) That Members be requested to inform the Committee, Member and Scrutiny Manager of any items to be considered at the Overview and Scrutiny Committee meeting of 14 December 2021 and beyond;
- (3) That Members be requested to inform the Committee, Member and Scrutiny Manager via committee.services@north-herts.gov.uk of any particular themes which they would like to consider under the annual Crime and Disorder item at the meeting in January 2022;
- (4) That all Members be invited to attend the discussion on the Recovery of the District's Town Centres at the Cabinet Panel on Community meeting on 8 November 2021;
- (5) That consideration be given to providing the regular Commercial Update to the Finance, Audit and Risk Committee.

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.

43 QUARTER 1 2021/22 PERFORMANCE AGAINST PERFORMANCE INDICATORS

Audio recording – 36 minutes 56 seconds

The Controls, Risk and Performance Manager presented the report entitled 2021/22 Quarter 1 Performance Indicators and drew attention to the following:

Status Summary

- This first quarter report showed the status of 21 indicators to the end of June 2021;
- There were six green, one amber and two red indicators;
- The rest of the indicators were for information only, with no targets set.

MI P&R 001 – Sales Ledger Collection Rates

- Collection rates continued to be affected by Covid but collection rates were improving month on month.

REG 1 and REG 2 – Homelessness Prevention and Relief

- North Herts was performing well in this area against other Hertfordshire authorities.

LI035a – Number of Households in Temporary Accommodation

- This was up compared to the previous year.

REG 3 – Number of Environmental Health Inspections Completed

- This indicator had been temporarily suspended due to resources being diverted to Covid-related work and also covering long-term sickness in this service area.

MI LI 015 – Number of Visits to Leisure Centres

- This continued to perform well against the agreed Recovery Plan.

NI 191, NI 192, FW1 and GW1 – Waste Indicators

- The overall tonnage of waste collected and recycling levels were both showing an improvement on this time last year but were still under target. Analysis showed that food waste was still being placed in residual waste and officers would be concentrating efforts on communications in this area.

Missed bin statistics had been provided for information.

The following Members commented and asked questions:

- Councillor Claire Strong;
- Councillor Jim McNally.

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

- Targets had not been considered useful for some indicators and therefore the target column showed as 'Not Applicable'. Targets were set each year in January by the Executive Members in conjunction with the service areas. Members would have the opportunity to feed into the next round of target setting as the report would be provided to the Committee before going to Cabinet;
- The possibility of including repeated table headers on each page of future reports would be looked at.

Councillor Jim McNally proposed, Councillor Claire Strong seconded and it was unanimously:

RESOLVED: That the 2021/22 1st Quarter Update on Performance against Performance Indicators be noted.

REASON FOR DECISION: To update the Committee on the performance indicators as well as other indicators that officers have updated and activated on Pentana Risk.

44 1ST QUARTER MONITORING REPORT ON KEY PROJECTS FOR 2021/22

Audio recording – 44 minutes 17 seconds

The Controls, Risk and Performance Manager presented the report entitled 1st Quarter Monitoring Report on Key Projects for 2021-22 together with the following appendix:

- Appendix A – 1st Quarter Monitoring against Key Projects for 2021/22.

She drew attention to the following:

- The Status Report showed 10 projects with green status, 3 with amber and 1 red;
- The play equipment for the Howard Park play area had now been received and was in storage. Renovation of the play area would begin in Autumn, once the paddling pool had closed for the season;
- The Crematorium project had moved from amber to red following the planning appeal being dismissed. Options for a way forward would be considered by Cabinet on 21 September;
- The full list of all 14 projects was included in Appendix A;
- With regard to the project to provide housing at market rents – the utility companies had still not completed the necessary works due to high workload and scheduling issues;
- The latest position with the Local Plan was that the representations received in response to the consultation had been processed and were available to view via the online portal. Depending on the points that had been raised in the representations, it was the Inspector's intention to issue his final report to the Council in early Autumn;
- With regard to the development of a long-term museum storage solution – the officers had received cost plans on different ways to develop the site which would be presented to PLB. The approvals process would be initiated once further investigations on potential returns had been completed. Grant funding for this project had so far proved unsuccessful.

Councillor Nigel Mason proposed, Councillor Lisa Nash seconded, and it was unanimously:

RESOLVED: That delivery against the key projects for 2021/22 be noted.

REASON FOR DECISIONS: To enable achievements against the key projects for 2021/22 to be considered.

45 CUSTOMER SERVICE STRATEGY

Audio recording – 47 minutes 56 seconds

The Service Director - Customers introduced the report entitled Customer Service Strategy 2021 - 2026, together with the following appendices:

- Appendix A – Customer Service Strategy 2021 - 2026;
- Appendix B – Customer Care Standards

She drew attention to the following:

- The report was being presented to the Committee ahead of consideration by Cabinet;
- The Strategy pre-emptively referred to the 'People First' priority set out in the draft Council Plan, due to be considered by Cabinet and Council in September 2021;
- The Strategy set out how NHDC would put its customers at the heart of everything we do and reflected changes which had been brought about as a result of the pandemic, e.g. increased use of digital support services;

- It was recognised that, for some customers, traditional contact methods remained essential and these would continue to be provided;
- A Target Operating Model had been adopted, as recommended in the Peer Review.

The following Members took part in discussion:

- Councillor Morgan Derbyshire;
- Councillor Claire Strong;
- Councillor Tony Hunter.

Comments from Members included:

- This was an enlightening and necessary document;
- Council had not yet agreed the NHDC rebranding/new logo – a presentation to Council on this would be appreciated before the official launch.

The Service Director – Customers, replied to questions from Members as follows:

- Emails to the Customer Service Centre were automatically acknowledged; there was also a target to reply to emails in full within two days;
- The new NHDC logo was due to be officially launched in October, and had therefore been included on this new document;
- Members would be updated on the status of the re-branding;
- The Councillor Portal was currently being piloted by a group of 15 Councillors before being rolled out to all Councillors – it will allow Councillors to raise and track a case, and send things through to departments and teams directly on behalf of constituents – there were also links to useful information such as crime data and a link to mod.gov.

Councillor Jim McNally proposed, Councillor Claire Strong seconded, and it was unanimously:

RESOLVED: That the report entitled Customer Service Strategy 2021 - 2026 and appendices be noted.

REASON FOR DECISIONS: To enable the Overview and Scrutiny Committee to comment on the report entitled Customer Service Strategy 2021 - 2026 prior to consideration by Cabinet.

46 MEMBERS' QUESTIONS

Audio recording – 57 minutes 50 seconds

No questions had been submitted.

The meeting closed at 8.29 pm

Chair

RESOLUTIONS OF THE OVERVIEW AND SCRUTINY COMMITTEE

COMMITTEE RESOLUTIONS

REF	RESOLUTION	RESPONSE/OUTCOME	STATUS
	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.	This Task and Finish Group will take place once social distancing and other pressures in regard to the Covid Pandemic have eased	In progress
	LOCAL PLAN IMPLEMENTATION		
Mar 21 Min 93 (4)	Recommended to Cabinet: That a Member working group be arranged to discuss the Design and Sustainability SPDs prior to consideration of these by Cabinet	This recommendation was agreed by Cabinet The Strategic Planning Team will organise this when appropriate to do so	In Progress

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**OVERVIEW AND SCRUTINY COMMITTEE
14 DECEMBER 2021**

***PART 1 – PUBLIC DOCUMENT**

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

REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER

EXECUTIVE MEMBER: NOT APPLICABLE

COUNCIL PRIORITY: PEOPLE FIRST / SUSTAINABILITY / A BRIGHTER FUTURE
TOGETHER

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 18 January 2022 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 November 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 November 2021
- 15.3 Appendix C – Corporate Peer Challenge Action Plan in regard to the Overview and Scrutiny Committee

16. CONTACT OFFICERS

- 16.1 William Edwards
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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

<p>13 July 2021</p>	<p>Presentation by Settle (To be confirmed) Resolutions Report Work Programme 3Cs End of Year report Council Plan and Objectives 2021/23 Housing Delivery Test Action Plan Developer Contributions SDP Community Revenue Grants Criteria Review</p>
<p>14 September 2021</p>	<p>Resolutions Report Work Programme 1st Quarter Performance against PIs 1st Quarter Key Projects Discussion on the recovery of the Town Centres following the pandemic Customer Service Strategy</p>
<p>14 December 2021</p>	<p>Resolutions Report Work Programme Annual review of Safeguarding Commercial Update 3Cs Half Year Report</p>
<p>18 January 2022</p>	<p>Crime and Disorder Matters Resolutions Report Work Programme Priorities for the District – Key Projects Half Year Monitoring 2nd Quarter Performance against PIs</p>
<p>15 March 2022</p>	<p>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</p>
	<p>To be Scheduled. Invitation to: LEP Devolution & Recovery White Paper Update (Once White Paper is published)</p>

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 5 November 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
Quarterly Risk Management Update and Annual review of the Risk Management Framework		Cabinet	21 Dec 2021		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
DE-COMMISSIONING OF LOCAL STRATEGIC PARTNERSHIP (LSP)		Cabinet	21 Dec 2021		Reuben Ayavoo, Policy and Community Engagement Manager reuben.ayavoo@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
INVESTMENT STRATEGY (CAPITAL AND TREASURY) MID-YEAR REVIEW 2021/22		Cabinet	21 Dec 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
SECOND QUARTER REVENUE MONITORING 2021/22		Cabinet	21 Dec 2021		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
LOCAL PLAN INSPECTOR'S		Cabinet	25 Jan 2022		Nigel Smith, Strategic Planning Manager	Yes	Via the Contact Officer named in

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
REPORT					nigel.smith@north-herts.gov.uk		Column 6
HOUSING DELIVERY TEST ACTION PLAN		Cabinet	25 Jan 2022		Nigel Smith, Strategic Planning Manager nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
HERTFORDSHIRE BUILDING CONTROL CONSORTIUM		Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder)	25 Nov 2021		Ian Fullstone, Service Director - Regulatory ian.fullstone@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Business case for the subsidiary property trading company		Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder)	25 Nov 2021		Steve Crowley, Service Director - Commercial steve.crowley@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
FUTURE WASTE INFRASTRUCTURE		Cabinet	21 Dec 2021		Chloe Hipwood, Shared Service Manager – Waste & Recycling chloe.hipwood@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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

CABINET
December 2021

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: INTEGRATED PERFORMANCE, PROJECT MONITORING AND RISK

REPORT OF: Service Director: Resources

EXECUTIVE MEMBER: LEADER OF THE COUNCIL / *FINANCE AND IT*

COUNCIL PRIORITY: BE A MORE WELCOMING, INCLUSIVE AND EFFICIENT

1. EXECUTIVE SUMMARY

This report recommends that the Council changes the way that it approaches the following:

- The setting, and monitoring of, Performance Indicators (PIs).
- The setting, and monitoring of, key Council projects
- The identification process in relation to risks and oversight of risks
- The setting, and publication of, the Service Delivery Plan and Service Action Plans

The intention of the changes is to ensure:

- All the above are better aligned to the Council Plan
- That there is better ownership by Cabinet and improved oversight by the Overview and Scrutiny Committee
- That the results are contained within one document, which is more accessible to Councillors, residents and other stakeholders

2. RECOMMENDATIONS

- 2.1. That the proposals set out in this report be approved, which relate to the creation and monitoring of an Integrated Council Delivery Plan.
- 2.2. That Council be recommended to approve the changes to the Constitution as detailed in section 9.

3. REASONS FOR RECOMMENDATIONS

- 3.1. *To improve the current processes that are in place which do not seem to be well integrated with each other or the Council Plan.*

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. *To continue with the current arrangements. This has been rejected due to the likely benefits from changing the approach.*

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. *The Chairs of Overview and Scrutiny (O&S) and the Finance, Audit and Risk (FAR) Committee have been informally consulted on these proposals. This report has also been added to the agenda to both Committees so that they can formally provide their views on the proposals.*

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 current overall process has the following elements to it:
- 7.2. **Council Projects:** In March each year, O&S receive a report proposing key Council Projects to be monitored during the following year. O&S then receive a quarterly report on performance against those indicators. The projects are often taken from the capital programme and it is not always clear how well they relate to the achievement of the Council Plan.
- 7.3. **Performance Indicators:** In March each year, Cabinet and O&S receive a report (separate to the projects report) proposing Performance Indicators for the following year. O&S then receive a quarterly report on performance against those indicators. The indicators that are measured do not tend to change much between years, can be quite narrowly focused and do not tend to reflect the objectives contained within the Council Plan.
- 7.4. **Risk.** Corporate risks are formally monitored by Cabinet, with oversight by FAR. There tends to be very few changes to corporate risks over time. The corporate risks identified are generally very important to the Council, but do not tend to link well to the potential impacts on achievement of the Council Plan. The discussions about risk at FAR consider the achievement of service delivery, and therefore cross over into the role of O&S. As this report goes to a separate Committee there is no consideration of the connections with Council Projects and Performance Indicators, meaning neither committee gets to see the full picture.
- 7.5. **Service Delivery Plan (published on the Council's website).** This is a summary of the more important actions from the Service Action Plans. But this is still a long list and does not provide explicit linkages as to how they relate to the Council Plan and objectives.
- 7.6. The plan also includes:
- The Council's priorities and values
 - A description of the services that the Council provides
 - A financial overview
 - A staffing overview
 - An overview of key risks
 - Approach to communication and consultation
 - Review of issues in relation to assurance and governance

- 7.7. **Service Action Plans (published on the Council's website).** These are currently set around March, in advance of the new financial year (which runs from April to March). They list all the projects that the service plans to deliver over the coming year. In general, these plans are far too detailed to be useful to the public. Whilst they match the actions against the Council Plan priorities, they do not detail the relative importance of each project.
- 7.8. **Risk Management Group.** This group is made up of the Executive Member for Finance and IT (as Member Risk Champion) and key Officers in relation to risk (including key Service Directors, Risk Officers, Internal Audit, Insurance and Health and Safety). There is also a standing invite to Members of FAR. It provides an opportunity to discuss risk (and related topics) in detail. It is not a public meeting, but the key issues are likely to form part of risk reporting to FAR.

8. RELEVANT CONSIDERATIONS

- 8.1. This report details changes that seek to provide integrated performance, project monitoring and risk processes. The integration is with each other, and also with the Council Plan. It also aims to improve reporting to O&S and Cabinet, and seeks to make the information that is published on the website more relevant. The proposed changes to each of the elements described in section 7 are detailed below:
- 8.2. **Council Projects (corporate/ strategic):** The focus of this will be on those projects that are either detailed in the Council Plan or are clearly linked to the Council Plan priorities and themes. The Council will carry out other projects, such as actions that are linked to a statutory duty or support the delivery of Council functions. These other projects will be included if they are very significant in terms of impact (e.g. in relation to staff or financial resources), but the focus will be on what contributes towards delivering the Council Plan. For longer term projects, milestones will be used to monitor progress achieved during the year.
- 8.3. **Performance Indicators (corporate/ strategic):** The focus of setting the Indicators will be what shows how well we are doing at achieving the priorities within the Council Plan, including measures linked to the projects detailed above.
- 8.4. **Risk (corporate/ strategic):** The focus will be determining risks that could impact on the delivery of the Council Plan or the Council Projects linked to the Council Plan. This will continue to use the adopted risk management framework and therefore will consider the level of likelihood and impact.
- 8.5. **Council Delivery Plan (setting).** The actions described above will take place during December to March, alongside the setting of the budget for the following year. They will be combined into a single document to be approved by Cabinet in March, with oversight from O&S and FAR. Executive Members will be consulted on the elements that relate to their areas of responsibility.
- 8.6. **Council Delivery Plan (monitoring).** The Council Delivery Plan will be monitored on a quarterly basis by O&S (as per the current timescales for the Projects and Indicators reports). O&S will be able to refer any comments or recommendations on to Cabinet. It is hoped that the new content and structure will encourage more referrals, which in turn will promote the role of O&S and strengthen the ownership by Cabinet.

- 8.7. It is envisaged that the overall Projects and Performance Indicators will remain as they are throughout the year (i.e. new ones will not be added and projects will only be removed if they are fully completed), although there would be scope to make changes in the light of significant events. It is expected that the risk reporting will be more fluid and reflect the changing environment that the Council operates in. Therefore new risks will be added as they emerge, and risks will be removed as they become irrelevant or insignificant.
- 8.8. This proposal requires a slight change to the role of FAR as the Committee would no longer receive regular reports on specific risks. The Committee would still receive reports in relation to the effective development and operation of risk management. These would be considered biannually. As well as giving FAR a more strategic oversight of risk, this would also remove an area of overlap between FAR and O&S. In reviewing specific risk entries, there is a natural tendency for FAR to consider issues in relation to current service delivery. This type of discussion more naturally falls under the remit of O&S.
- 8.9. In setting the Performance Indicators, it is possible that that some will be financial in nature. FAR and O&S could determine that these specific Indicators would be best monitored by FAR. If agreed, they would be incorporated in to quarterly financial reporting.
- 8.10. **Risk Management Group.** With the change to the way that risks are reported (i.e. to O&S), it is proposed that the Chairs of O&S and FAR are encouraged to attend each meeting. The standing invite to FAR members would be continued, and extended to O&S members as well. The current members of the group have been consulted and support this proposed change.
- 8.11. **Service Projects (Action Plans).** Service Directorates will continue to compile a list of projects that they plan to achieve in the forthcoming year. This will be done in consultation with Executive Members and other Service Directors (e.g. to highlight areas of cross-over or where support services are required). These will continue to reinforce the link between service level activities and the Council Plan priorities. Staff will then see how their work links in to what the Council is aiming to achieve, through the Regular Performance Review process. The majority of the content of the plans will be set by the start of April, but there will be some scope to amend them during the year (subject to available financial and people resources). These plans will not be published on the website.
- 8.12. **Performance Indicators (Service level).** The focus of setting the Indicators will be what shows how well the service is doing at achieving its projects and/ or how well it is performing overall (e.g. how well statutory services are being delivered). The indicators will generally be used within Service Directorates but will also be shared with the relevant Executive Member.
- 8.13. **Risks (Service level).** The focus will be determining risks that could impact on the delivery of service objectives and projects. This will continue to use the adopted risk management framework and therefore will consider the level of likelihood and impact. The risk monitoring will generally be used within Service Directorates but will also be shared with the relevant Executive Member.
- 8.14. **Service Delivery Plan.** Some of the elements of this (projects and risks) will be naturally subsumed in to the Council Delivery Plan. The Council Delivery Plan will also provide

some context in relation to Council priorities and an overview of staffing and money. As a result it is proposed that the Service Delivery Plan is no longer produced as a separate document.

- 8.15. The review of assurance and governance issues will still take place and any actions will form part of the Council Delivery Plan or the Service Action Plans. The outputs will also be considered as part of the Annual Governance Statement.

9. LEGAL IMPLICATIONS

- 9.1. The terms of reference for Cabinet includes ““to prepare and agree to implement policies and strategies other than those reserved to Council” (Constitution paragraph 5.6.1). The proposals in this report are not reserved to Council and therefore the decision on whether they are adopted rests with Cabinet. However, in the following paragraphs some changes to the Council’s Constitution are considered and these changes require approval by Council (Constitution paragraph 2.6.1).
- 9.2. The Constitution does not explicitly detail Cabinet’s role in managing performance and risk. It is proposed to add the following text in bold at the end of paragraph 5.6.3 so that it would read “To take decisions on resources and priorities, together with other stakeholders and partners in the local community, to deliver and implement the budget and policies decided by the Full Council. **To monitor performance and risk in respect of the delivery of those policies and priorities**”.
- 9.3. These proposals extend the role of O&S in relation to risk monitoring. To make this change clear it is proposed to add the following text in bold to paragraph 6.2.7 (s) “To review performance against the Council’s agreed objectives/ priorities and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/ or service area. **To consider risks to the achievement of those objectives/ priorities. To make recommendations to Cabinet**”.
- 9.4. Whilst the proposals in this report change what is currently reported to FAR, the current terms of reference are still considered to be appropriate. As no change to paragraph 10.1.5 (u) is required, so will continue to read “to monitor the effective development and operation of risk management and corporate governance, agree actions (where appropriate) and make recommendations to Cabinet”.

10. FINANCIAL IMPLICATIONS

- 10.1 There are no direct financial implications arising from this report. The alignment between the Council Plan and the budget will be maintained, which helps to ensure that the Council can afford to deliver against its priorities. Financial risks will still be considered as part of the budget setting process and monitored on a quarterly basis. These will continue to be reported to Cabinet and FAR.

11. RISK IMPLICATIONS

- 11.1. The aim of these proposals is to strengthen the link between performance and risk and make risks more current. This should provide an improved perspective of the risks that the Council faces. It should also help Service Managers to get value from the risk monitoring processes and be a useful component of service management.

- 11.2. The proposals will also allow FAR to take on an oversight role in relation to risk, which should add value to the overall risk management process.

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 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. ENVIRONMENTAL IMPLICATIONS

- 14.1. There are no known Environmental impacts or requirements that apply to *this report*

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 There will continue to be a need to align Council and Service objectives with available people resources to be able to achieve them. It is expected that these changes will help to make that link clearer.
- 15.2 Budget constraints have meant that, over time, the Council has generally reduced its head count. This limits what the Council is able to achieve.

16. APPENDICES

- 16.1 *None.*

17. CONTACT OFFICERS

- 17.1 *Ian Couper, Service Director: Resources*
ian.couper@north-herts.gov.uk, ext: 4243
- 17.2 Rachel Cooper, Controls, Risk and Performance Manager
Rachel.cooper@north-herts.gov.uk, ext: 4606
- 17.3 Tim Everitt, Performance & Risk Officer:
Email: tim.everitt@north-herts.gov.uk 01462 474646.
- 17.4 Reuben Ayavoo Policy and Communities Manager:
Email: Reuben.ayavoo@north-herts.gov.uk 01462 474212.

18. BACKGROUND PAPERS

- 18.1 *None.*



2021/22 Quarter 2 PI Data

For 2021/22, North Herts Council will report 21 corporate performance indicators. This report presents these indicators and displays data for the latest period that officers have updated and activated on Pentana. Performance indicator data is cumulative and represents performance between 1 April 2021 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 2021/22







Summaries

Status Summary – Q2 2021/22		Direction of Travel Summary – Q2 2021/22	
	4 (Q1 = 6)		9 (Q1 = 10)
	2 (Q1 = 1)		9 (Q1 = 8)
	3 (Q1 = 2)		2 (Q1 = 2)
	11 (Q1 = 11)	N/A	0 (Q1 = 0)





Reporting for one indicator (REG3) is currently suspended.



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) - 100% of reported energy consumption is from green energy sources	Q2 2021/22	937,839	926,425		 Q2 20/21 784,708	Electricity = 591,880 (49 properties/services) Gas = 345,959 (11 properties) In Q1 2020/21, the DCO accounted for 7.5% of total energy consumption. This increased to 13.1% in Q1 2021/22. Following a national lockdown that commenced in March 2020, the DCO's heating/air conditioning system were set back or switched off, resulting in energy savings in the first quarter of 2020/21. Whereas, for the same period in 2122 the systems were switched on to accommodate staff having to work from the office. In addition, we experienced a cold April.
2	MI P&R 001	Percentage of raised sales invoices due for payment that have been paid	Sept 2021	83.58%	97%		 Sept 20 72.96%	As of 30 September 2021: Total value of invoices raised by NHDC - £4,420,689 Total value of invoices raised by NHDC that were not due for payment yet - £303,771 Total value of payments received for invoices raised by NHDC - £3,440,920 Collection rates are falling below target; however, we are showing an improving position month on month. The Governments moratorium with regard to collection of commercial rents continues to impact on our performance.











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	Sept 2021	55.90%	53.5%		↓ Sept 20 55.98%	£54,958,963/£98,313,492 Collection rates are slightly down on this time last year due to fewer available court dates for recovery, and payment instalments being pushed into February and March to assist Council taxpayers.
4	BV 10	Percentage of NNDR collected in year	Sept 2021	49.68%	51.5%		↓ Sept 20 50.98%	£15,972,448/£32,149,091 Collection rates are currently under target due to fewer available court dates for recovery and payment instalments being pushed into Feb and March to assist Businesses.
Leader of the Council								
5	BV 12a	Working days lost due to short-term sickness absence per FTE employee	Sept 2021	1.44	1.58		↓ Sept 20 1.02	442.48 FTE short-term sickness days 307.58 average FTEs Previously provided LGA Workforce Benchmarking Survey data is currently not available for North Herts Council, as this was not provided in year. This is due to re-commence with Q2 2021/22 data.



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	Sept 2021	1.89	Not Applicable		 Sept 20 1.51	582.52 FTE long-term sickness days 307.58 average FTEs Previously provided LGA Workforce Benchmarking Survey data is currently not available for North Herts Council as this was not provided in year. This is due to re-commence with Q2 2021/22 data.						
Executive Member for Housing and Environmental Health														
7	REG 1	Rate of homelessness prevention	Q2 2021/22	49.37%	Not Applicable		 Q2 20/21 68.47%	During Q1-Q2 2021/22, there were 79 cases where a Prevention Duty ended. Of these, 39 ended with a positive outcome, i.e., where homelessness was prevented. The success rate for Q2 was 60% (24/40) but the cumulative position has been brought down by the low Q1 figure of 38% (15/39). This is partly due to a significantly higher proportion of households threatened with homelessness from the private rented sector (following the ending of the eviction ban) which is typically more challenging to rescue due to high rents and relatively low incomes. 26 cases went on to be owed a Relief Duty. Hertfordshire Benchmarking Source: HCLIC Percentage of Prevention Duty positive outcomes Rolling average for latest four quarters <table border="1"> <thead> <tr> <th>Period</th> <th>North Herts</th> <th>Hertfordshire</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>71%</td> <td>46%</td> </tr> </tbody> </table>	Period	North Herts	Hertfordshire	Q4 2020/21	71%	46%
Period	North Herts	Hertfordshire												
Q4 2020/21	71%	46%												
8	REG 2	Rate of homelessness relief	Q2 2021/22	26.60%	Not Applicable		 Q2 20/21 30.33%	During Q1-Q2 2021/22, there were 188 cases where a Relief Duty ended. Of these, 50 ended with a positive outcome, i.e., where the Relief Duty ended because						

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary						
								<p>households were successfully rehoused. A further 63 cases were subsequently owed a main housing duty, under which the Council must provide suitable long-term accommodation.</p> <p>Breakdown of the 138 relief cases that ended in a non-accommodation outcome by reason: 56 days elapsed – 101 households Contact lost – 20 Application withdrawn/applicant deceased (category retired from Q2) – 9 Local connection referral accepted by other authority – 1 Applicant deceased (new from Q2) – 1 Withdrew application (new from Q2) - 6</p> <p>Final outcomes for the 101 cases where the Relief Duty ended because 56 days elapsed: Main housing duty owed – 63 households Found to be not in priority need – 31 Found to be intentionally homeless – 5 Not homeless – 2</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>North Herts</u></th> <th><u>Hertfordshire</u></th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>30%</td> <td>32%</td> </tr> </tbody> </table>	<u>Period</u>	<u>North Herts</u>	<u>Hertfordshire</u>	Q4 2020/21	30%	32%
<u>Period</u>	<u>North Herts</u>	<u>Hertfordshire</u>												
Q4 2020/21	30%	32%												

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary																								
13	LI 032a	Number of allowed planning appeal decisions	Q2 2021/22	6	Not Applicable		 Q2 20/21 1	Out of 12 appeal decisions, six were allowed. The other appeals were dismissed. Of the six appeals allowed, five related to Member decisions that went against officer recommendations and one related to a decision that was in line with the officer recommendation.																								
Executive Member for Environment and Leisure																																
14	MI LI 015	Number of visits to leisure facilities	Sept 2021	411,330	208,075		 Sept 20 84,232	<table border="1"> <thead> <tr> <th>Facility</th> <th><u>2021/22</u></th> <th><u>2020/21</u></th> </tr> </thead> <tbody> <tr> <td>North Herts LC</td> <td>159,426</td> <td>34,292</td> </tr> <tr> <td>Fearnhill</td> <td>4,064</td> <td>158</td> </tr> <tr> <td>Letchworth OP</td> <td>32,187</td> <td>0</td> </tr> <tr> <td>Hitchin SC</td> <td>74,316</td> <td>14,441</td> </tr> <tr> <td>Archers</td> <td>43,221</td> <td>12,149</td> </tr> <tr> <td>Royston LC</td> <td>98,116</td> <td>23,192</td> </tr> <tr> <td></td> <td>411,330</td> <td>84,232</td> </tr> </tbody> </table>	Facility	<u>2021/22</u>	<u>2020/21</u>	North Herts LC	159,426	34,292	Fearnhill	4,064	158	Letchworth OP	32,187	0	Hitchin SC	74,316	14,441	Archers	43,221	12,149	Royston LC	98,116	23,192		411,330	84,232
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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	Q2 2021/22	183kg	164kg		 Q2 20/21 200kg	<p>Still awaiting some tonnage data to be confirmed and therefore the reported figure may be subject to change.</p> <p>Consumer habits continue to be affected by the pandemic, affecting both residual waste and recycling tonnages, and it is unlikely that this target will be met for the foreseeable future. Our communications work will focus on food waste, which still makes up most of the residual waste bin. However, communication work is still limited predominantly to social media.</p> <p>Disruption of food waste collections (one round dropped due to driver shortages) is likely to have affected the reported figure. Although residents were advised to keep food waste until the next collection, it is likely that some affected residents put their food waste in refuse bins or have lost confidence in the service.</p> <p>National Benchmarking Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities</p> <table border="0"> <tr> <td>Period</td> <td>North Herts</td> <td>Top Quartile</td> </tr> <tr> <td>Q1 2021/22</td> <td>92.93kg</td> <td>10.03kg to 93.35kg</td> </tr> </table> <p>North Herts ranked 8th out of 30 (1st Quartile)</p>	Period	North Herts	Top Quartile	Q1 2021/22	92.93kg	10.03kg to 93.35kg
Period	North Herts	Top Quartile												
Q1 2021/22	92.93kg	10.03kg to 93.35kg												

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
16	NI 192	Percentage of household waste sent for reuse, recycling, and composting	Q2 2021/22	59.80%	60%		 Q2 20/21 55.74%	See commentary for NI191. National Benchmarking Source: LG Inform Latest Quarter - Three-Month Period Sample - Participating English district local authorities Period North Herts Top Quartile Q1 2021/22 59.34% 53.55% to 62.49% North Herts ranked 4 th out of 31 (1 st Quartile) Source: Lets Recycle 2019/20 - North Herts ranked 24 th out of 341.
17	FW 1	Overall tonnage of food waste collected	Q2 2021/22	2,358	Not Applicable		 Q2 20/21 1,737	In April 2020, there were no food waste collections. Therefore, this year is showing an increase as it includes a full 6 months.
18	GW 1	Overall tonnage of garden waste collected	Q2 2021/22	6,736	Not Applicable		 Q2 20/21 5,462	In April 2020, there were also no garden waste collections. Period of wet and warm weather in Q1 has also led to the higher tonnage.
19	PLA 01	Number of collections missed per 100,000 collections of domestic household waste	Sept 2021	54	Not Applicable		 Sept 20 85	
20	PLA 02	Number of reported missed domestic waste collections (valid complaints)	Sept 2021	2,132	Not Applicable		 Sept 20 2,772	April 2021 546 May 2021 368 June 2021 427 July 2021 249 August 2021 284 September 2021 258

Row No.	PI Code	Title	Last Update	Data Value	Target	Status	Direction of Travel	Commentary
21	PLA 03	Total number of domestic waste collections (figures vary according to the number of collection days in the month)	Sept 2021	3,943,345	Not Applicable		 Sept 20 3,246,093	April 2021 649,943 May 2021 587,001 June 2021 679,299 July 2021 662,595 August 2021 635,362 September 2021 729,145

**OVERVIEW AND SCRUTINY COMMITTEE
14 DECEMBER 2021**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT – 2ND QUARTER MONITORING REPORT ON KEY PROJECTS FOR 2021 - 22

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 2nd quarter update on the delivery of the key projects for 21/22, first identified to the Committee in March 2021.

2. RECOMMENDATIONS

- 2.1. That delivery against the key projects for 21/22 be noted and commented on by the Overview & Scrutiny Committee.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To enable achievements against the key projects for 2021/22 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 16 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. This report provides details on the status of the key projects for 21/22. 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 Completed.

8. RELEVANT CONSIDERATIONS

8.1. The 2nd Quarter monitoring report against key projects for 2021/22 is included in Appendix A.

8.2. Appendix A includes the original milestones which were reported to this Committee in March 2021 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 Q2, 14 projects are being reported, 10 with Green status, 3 with Amber status and 1 with Red Status.

8.4 **Renovate Play area, Howard Park, Letchworth - Amber –** Work has commenced at Howard Park & Gardens play area in Letchworth now that the paddling pool has closed for the winter. The renovation includes replacing and removing worn out equipment, improvements to the sandpit, and the construction of a new sensory pathway in the junior area. The renovation is likely to take 6 to 8 weeks. Areas that are being worked on will be fenced off and inaccessible to the public to keep everyone safe. The project is running behind original timescales due to supply issues following Brexit.

8.5 **Development of a Crematorium in North Hertfordshire – Red-** On 21 September 2021, having considered all reported matters, Cabinet approved the ceasing of the Crematorium project at Wilbury Hills Cemetery. Officers from the Commercial and Greenspace teams will now investigate alternative commercial opportunities for the site, whilst continuing the current letting arrangement with the tenant. Any commercial options proposed will be presented to Cabinet by March 2022. This project, therefore, will no longer be included in future monitoring reports to this Committee.

8.6 **Local Plan – Amber** - We have been told to expect the Inspector's report on the Local Plan in November 2021 and so are probably now looking at a meeting in Quarter 1 of 2022 for a Council decision on adoption. All information has been added to the Councils website

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 2021/22 that was undertaken in 2020/21. A number of these projects formed part of the Council's capital programme for 2021/22.

10.3 The Council continues to face difficult spending decisions in view of the expected 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 enables 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. APPENDICES

16.1 Appendix A – 2nd Quarter Monitoring against Key Projects for 2021/2022

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS





18.1 None.





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Appendix A – 2021/2022 reporting against Projects identified in the Council Plan – as at 16/11/2021

For **Q2 2021/2022** North Hertfordshire District Council is reporting against 14 Projects to support the Council Plan 2021 - 26







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 Completed.




Status	Q2	Q1	Summary of Movement this Qtr.
	1	1	
	3	3	
	10	10	
	0	0	
Total	14	14	





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


Projects supporting the Council Plan 2021/2026




	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
Status – COMPLETE - 0						
Status – GREEN -10						
Refurbishment of lifts at Lairage Car Park – Project will span more than 1 year (capital programme)	Finance and IT	A More Welcoming and Inclusive Council	Determine requirements  Procurement of Contractor  Practical completion	Summer 2020 Dec 2020 December 2021		Milestone complete Contract signed 11/12/2020 2021 Rubax Lifts Limited started work on the 17 June 2021 to replace the lifts at Hitchin multi-storey car park. The works will be carried out in stages so there will always be a lift in operation. It's anticipated that all the works will be completed by the end of December 2021.
Set up Community Tree Planting Programme (Council Plan)			Order Trees  Finalise arrangements for receipt and storage of tree stock 	30/04/2021 12/05/2021 25/06/2021		Resources have been set up to receive and store the tree stock. Delivery of tree stock is dependent upon the weather at the tree nursery, as the trees can only be lifted after the first frosts to ensure they are dormant for the winter. We currently expect that we should be in receipt of the



	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
			<p>Commenced initial promotion of scheme – expressions of interest </p> <p>Investigate options and finalise distribution arrangements</p> <p>Commence full promotion of scheme</p> <p>Receipt of tree stock</p> <p>Distribution of trees to the community – 01/12/21 to 31/03/22</p>	<p>31/08/2021</p> <p>01/09/2021</p> <p>30/11/2021</p> <p>31/03/2022</p>		<p>trees by the end of November 2021. Therefore, arrangements for distribution, which will consist of a mixture of individuals and organisations helping us, have not been finalised yet. We are consulting with Parish Councils to seek their support in distributing trees to residents. Initial promotion of the scheme commenced in the summer and further ongoing promotion will commence once we have the trees in stock.</p>
Preparation of a Cycle and Walking Strategy (Capital Programme)	Planning & Transport		Working in partnership with HCC on the Preparation of Local Cycling, Walking & Infrastructure Plan (LCWIP) – with identified schemes for implementation post 2021.	Nov 2021		The first Stakeholder Workshop was held in July 2021, to which Parish & Town Councils, as well as community groups, were invited to attend. Hosted by HCC and WSP (HCC's consultants) with NHDC officers in attendance, the workshop provided the opportunity for WSP to share the initial cycling and walking routes that have been identified for prioritisation in the four main towns across the District and Knebworth. The workshops provided the opportunity for those in attendance to comment and provide feedback. The next stage of the



	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
						LCWIP will see route audits undertaken by WSP during September 2021 of the prioritised routes to identify improvements required with the results to be shared in a second round of stakeholder workshops which are due to be held in October 2021. The officer working group has been continuing to meet fortnightly and the LCWIP is expected to be completed by the end of December 2021.
Trial / Experimental EV Charging Points in North Herts (Council Plan)			Adoption of EV Strategy and associated Action Plan in accordance with the Review and adoption of NHDC Climate Change Strategy. 	December 2021		A report outlining a proposed phased approach to EV charging within the District has been discussed (October 2021) with the Executive Member and Deputy. Phase 1 involve the car parks within the Council's control, seeking most of the funding from grant with the remainder from the private sector. A meeting has been arranged with the Energy Savings Trust who can advise with regard the current grant schemes.
			Details of approach and related actions to be presented to PLB	December 2021		
			Further milestones added to reflect the delivery of agreed actions and the investigation of suitable funding opportunities	March 2022		
Roll out separated recycling across the district,	Waste, Recycling & Environment		Roll out recycling bins in Great Ashby	March 2022		There are no plans to roll out recycling litter bins further than the major towns and Great Ashby. The recycling litter bins


	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
including bins in Parks and Green Spaces (Council Plan) Project will span more than one year.			Investigate funding options for further roll out in towns and rural areas			for Great Ashby have been ordered but we have delays in stock being received due to Brexit and the pandemic. Further work will be considered at the shared service contract review in liaison with EHC and with consideration of the ongoing litter bin review and budgets
Provide Housing at Market Rents (Capital Programme)	Enterprise and Co-operative					A financial assessment has been undertaken for Harkness Court to be moved into the Property Letting Company, which demonstrates it is viable. Officers have also sought legal advice with regards to the company structure and how it is set up, based on this a full business case has been developed regarding the updated position of the property company, and is due to be presented to the Cabinet Sub Committee in November 2021
Introduce a North Herts Community Lottery	Enterprise and Co-operative		Obtain License  Run engagement events Go Live	31/10/2021 12/11/2021 31/01/2022		The Gambling licence has been approved. Dates for the good causes launch, ticket sales and first draw have been agreed for Jan-March 2022.
Disposal of surplus assets	Enterprise and Co-operative	Enable an Enterprising & Co-		31/03/2022		Cabinet approved the intention to dispose of land on 20/07/2021. Estates are now in negotiations for the sale of

	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
(Remove maintenance obligation and generate capital receipts) Will span more than one Financial year. (capital programme)		operative Economy	Land at Clare Crescent, Baldock Land adjacent 1 North End, Kelshall; 	31/03/2021		the land. A report to Cabinet will be produced once negotiations are complete, seeking approval for the sale. NHDC sold its freehold interest on 22 nd February 2021 achieving above market value. Sale subject to a restrictive covenant to restrict use to garden land and help NHDC secure a proportion of value uplift should the land be sold or used/developed for a higher value use by the new owner in the future
			Land adjacent 9 North End, Kelshall.	31/03/2022		Outline planning consent for a single dwelling was granted at NHC's Planning Committee in September 2021. NHC is now seeking quotations from local property agents to market the land in late autumn/winter 2021 for sale with the benefit of outline planning, with a view to disposing of NHC's freehold interest. Work towards this goal will be handed over to the recently appointed part-time Estates Surveyor when he commences work on 10th November 2021. It is difficult to be certain on the timeline, but currently anticipate sale completion in Quarter 1 of 2022/23.

	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
			Land at The Green, Ashwell Road, Newnham. 	31/08/2021		The sale of land adjacent to The Green, Ashwell Road, Newnham completed on 29 June 2021.
Develop and Implement a cohesive Empty Homes Strategy (project will span more than 1 year)			Develop Strategy Cabinet adopt Strategy Further Milestones to follow on.	30/03/2022 30/06/2022		The draft Strategy has been written and is currently being reviewed, prior to being taken to Cabinet for approval. The current expectation is that it will go to Cabinet once resources to deliver the strategy have been identified through the budget process.
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. The commercial team will explore acquisition opportunities, if they meet			The Commercial team continue to explore acquisition opportunities within the District. Due diligence will be completed for each potential acquisition and relevant Executive Members will be regularly updated on progress made. Each successful acquisition will be subject to Full Council.

	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
			the acquisition criteria each one will require a business case to seek approval for the Council to proceed.			
Status – AMBER - 3						
Examination and Adoption of the Local Plan 2011 - 2031 (b/f form previous year)	Planning and Transport	Build Thriving & Resilient Communities	<p>Milestones and dates will depend on the Planning Inspectorate</p> <p>Consultation on Main Modifications following March 2021 Cabinet</p> <p>Letter from the Inspector</p> <p>Full Council for adoption of the Local Plan</p>			<p>We have been told to expect the Inspector's report on the Local Plan in November 2021 and so are probably now looking at Q1 in 2022 for a Council decision on adoption.</p> <p>All information has been added to the Council's website at the link below. www.north-herts.gov.uk/localplan</p>
<p>Develop long term museum storage solution</p> <p>To equip the museum service with a sustainable storage solution</p>	Enterprise and Co-operative	Build Thriving & Resilient Communities	<p>Develop Fully Costed Proposal</p> <p>Further Milestones to follow</p>	Nov 2020		Officers have now received cost plans on different ways to develop the site, with the museum storage facility supplemented by a commercial storage facility being one possible option. Officers plan to present these plans to Political Liaison Board and begin the approvals process in the months ahead once further investigations on the

	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
<p>suitable for the effective management of the collection for the foreseeable future.</p> <p>(capital programme)</p> <p>Project will span more than 1 year</p>						<p>potential returns from such a project are completed. Grant funding towards this project has so far proved unsuccessful</p>
<p>Renovate play area Howard Park, Letchworth</p> <p>(capital programme b/f from previous year)</p>	Environment & Leisure	Build Thriving & Resilient Communities	<p>Consultation on Design </p> <p>Complete renovation</p>	<p>10/08/2020</p> <p>30/11/2021</p>	<p></p>	<p>Work has commenced at Howard Park & Gardens play area in Letchworth now that the paddling pool has closed for the winter.</p> <p>The renovation includes replacing and removing worn out equipment, improvements to the sandpit, and the construction of a new sensory pathway in the junior area. The renovation is likely to take 6 to 8 weeks. Areas that are being worked on will be fenced off and inaccessible to the public to keep everyone safe</p> <p>The project is running behind original timescales due to supply issues following Brexit.</p>
Status RED - 1						

	Portfolio	Corporate Objective	Milestones for Completion in 2021 Year	Due Date Where available	Status	Comments
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		On 21 September 2021, having considered all reported matters, Cabinet approved the ceasing of the Crematorium project at Wilbury Hills Cemetery. Officers from the Commercial and Greenspace teams will now investigate alternative commercial opportunities for the site, whilst continuing the current letting arrangement with the tenant. Any commercial options proposed will be presented to Cabinet by March 2022.

**OVERVIEW & SCRUTINY COMMITTEE
14 DECEMBER 2021**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF INFORMATION NOTE: Half Year Update on Comments, Compliments and Complaints (3C's)

INFORMATION NOTE OF THE CUSTOMER SERVICE MANAGER

EXECUTIVE MEMBER: COUNCILLOR ELIZABETH DENNIS-HARBURG

PRIORITY: RESPONSIVE AND EFFICIENT

1. SUMMARY

- 1.1 This information note is to provide an update on the first six months performance of 2021/2022 regarding the Comments, Compliments and Complaints (3C's) for the Council and the Contractors that provide services on the Council's behalf. This briefing note accompanies the 3C's dashboard at Appendix A and the breakdown of 3C's by service and type at Appendix B.

2. STEPS TO DATE

- 2.1 The Council has a well embedded policy and procedures for handling customer feedback; the Comments, Compliments and Complaints (3C's) Policy. We welcome feedback from our customers about our services so that we can continue to learn about how we can make improvements and what we do well.
- 2.2 The 3C's policy sets out clearly the definition of a comment, compliment, and complaint as well as how to escalate a complaint either to stage 2 of the process or the Local Government Ombudsman (LGO). Customers can give feedback in a number of ways and can do this directly to the Council or to the contractors who provide key services on our behalf.

3. INFORMATION TO NOTE

- 3.1 The areas that generally receive the highest amount of feedback are, those where there is the highest level of contact or interactions from residents such as the waste and recycling service.
- 3.2 Between April and September 2021, the number of 3C's received by the Council and contractors, specifically comments & complaints increased compared to the same period in the previous year, whilst compliments decreased.
- 3.3 The number of complaints received increased by 3% from 233 in 2020 to 240 in 2021. This includes complaints received directly at NHDC and by our contractors. Of the total 240 complaints, 71 (30%) relate to services delivered by our key contractors, including waste and recycling (45) and the leisure centres (24). It is also worth noting that out of

the 165 compliments received, 78 (47%) relate to the same contractors – waste and recycling (50) and the leisure centres (28).

- 3.4 The garden waste sign-up period falls within this reporting period each year. Since 2018, Urbaser have seen a steady decline of complaints logged within this period; with 45 logged this year between April and September compared to 103 in 2020 and 124 in 2019.
- 3.5 The number of compliments and complaints received by our contractors have decreased by 39% & 47%, respectively. Whereas comments have increased by 44%.
- 3.6 It is worth noting at this stage that the large number of comments received by Urbaser (346) is not a true figure. As noted in the full year update for 20/21, service requests have been logged as comments by Urbaser. This has been re-raised with Waste Management/Urbaser to encourage only genuine comments to be logged. These comments have been analysed individually and when the service requests are taken out of the total, the number of genuine comments drops to 18. This reduces the overall combined total of comments received to 58.
- 3.7 The number of complaints received directly to the Council has increased by 71%. Appendix B provides a breakdown of all 3C's received by service and type, which shows the highest number of complaints reported directly were Waste Management (68) and Planning Control & Conservation (38).

Some specific areas of waste complaints were regarding:

- On-going missed brown bin (11)
- Crew behaviour (7)

Some specific areas of Planning Control complaints were regarding:

- The Letchworth homeless shelter planning application (9)
- Delay of planning application due to Covid19 (2)

- 3.8 There were 87 compliments received directly to the Council. The Careline service received the highest number, with 32. These are generally submitted by a client's family following an incident where the Careline staff had provided an emergency response service. The Green Space team received the second highest with 17; a few of these excellent compliments are shown below:
 - "Went to Letchworth today and was very impressed with all the flowers/planters around the town. It was a joy to see".
 - RE: St Johns Cemetery, Hitchin – "Thank you for returning the donated watering cans after lockdown and for the way they keep the cemetery absolutely pristine and the 'wild garden' in the centre is always a delight".
- 3.9 The number of 3C's received by the leisure centres was lower than usual as they were all closed until 12th April when they re-opened under restricted measures. The touch screen feedback machines were switched off between April and June, in line with covid safety precautions. All sites confirmed no feedback was received in paper form during this period either.
- 3.10 The percentage of complaints resolved within 10 days has decreased by 2% compared to the same period last year, to 77%, however 3 out of 6 months were above the 80% target. April saw the highest number of complaints logged (41), and the lowest percentage resolved within 10 days (61%). This month alone was enough to lower the overall average. Planning Control and Conservation had the highest number not resolved within 10 days (18); however, this was due to staff absences at the time, combined with high workloads and the general complexity of planning issues.

3.11 There were 20 stage 2 complaints, 11 of which were for Planning Control and the rest for various service areas. Of the 20 stage 2 complaints, only 5 were deemed to be justified. A couple of examples of stage 2 complaints that were not justified are shown below:

- Planning Control & Conservation – no fault found in processing of application
- Waste Management – not enough time given for stage 1 actions to be implemented

3.12 If a complainant remains dissatisfied with the complaint outcome after completing our process, they may escalate their complaint to the Local Government Ombudsman (LGO). Complaints escalated to the LGO will usually have exhausted our internal complaints process.

3.13 The LGO resolved 1 complaint during this period, which was closed after initial enquires. There are 3 other cases open, as shown below. It's prudent to note there may be some cases that do not reach the Council, as they are premature and will be referred to go through the 3C's procedure (for example). These cases are then shown in the Annual Review Letter received from the LGO in July.

Service (as classified by the LGO)	LGO Decision
Environmental Services and Public Protection & Regulation	Closed after initial enquiries – no further action
Planning Control & Conservation	LGO investigating and have invited comments & supporting information from NHC
Planning Control & Conservation	LGO have passed this complaint to the investigation team for further consideration
Planning Enforcement	LGO have passed this complaint to the investigation team for further consideration

3.14 The LGO advised they would not investigate the Environmental Services and Public Protection & Regulation case. It was regarding the Council collecting garden waste from some residents who have not paid the required fee. This was because the complaint did not meet the tests in their Assessment Code on how they decide which complaints to investigate. There was no evidence the complainant has been caused injustice that warranted their involvement.

3.15 In October, an LGO newsletter was shared with colleagues in Parking Services. It contained useful information relating to what the LGO would want to see when the Council has rejected a formal representation. It also referred to ensuring the Council considers formal representations within 28 days where payment has also been received.

4. NEXT STEPS

4.1 3C's performance will continue to be monitored and reported to this Committee on a six-monthly basis.

4.2 The Customer Service Manager will continue to keep up to date with guidance and case studies from the LGO, sharing any key learning.

5. APPENDICES

5.1 Appendix A – Dashboard

5.2 Appendix B - Breakdown by service area

6. CONTACT OFFICERS

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7. BACKGROUND PAPERS

None.

3C's Performance Summary - 01 April 2021 – 30 September 2021

3C'S RECEIVED DIRECTLY AT NHDC – 6 MONTHLY COMPARISONS

	2019 Apr - Sept	2020 Apr - Sept	2021 Apr - Sept
Number of Comments received	31	9	12
Number of compliments received	66	111	87
Number of complaints received	176	99	169
% resolved within 10 working days	73%	79%	77%
Complaints received by the LGO	3	5	4

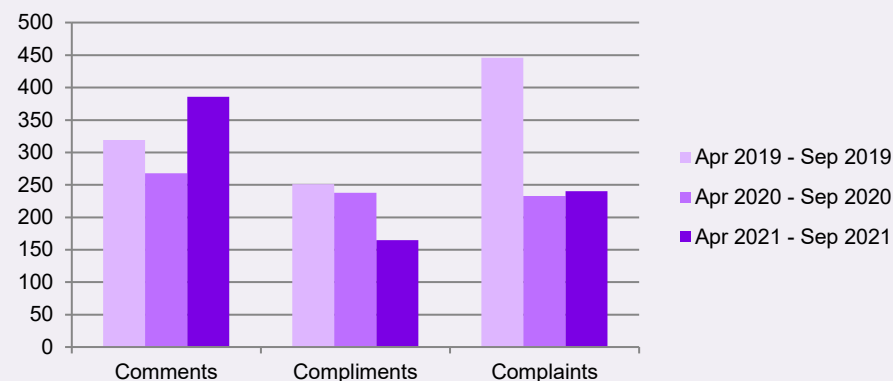
Contractor Complaints Data (all contractors)

	2019 Apr - Sept	2020 Apr - Sept	2021 Apr - Sept
Number of Comments received	288	259	374
Number of Compliments received	185	127	78
Number of Complaints received	270	134	71

Combined Totals

	2019 Apr - Sept	2020 Apr - Sept	2021 Apr - Sept
Number of Comments received	319	268	386
Number of Compliments received	251	238	165
Number of Complaints received	446	233	240

Half Year Annual 3Cs comparisons NHDC & Contractor Combined 01 Apr- 30 Sept 2021



Local Government Ombudsman Complaint Decisions

Service Area (LGO Classification)	LGO Decision
Environmental Services and Public Protection & Regulation	Closed after initial enquiries – No further action
Planning Control & Conservation	LGO investigating – still open
Planning Control & Conservation	LGO propose investigating – still open
Planning Enforcement	LGO propose investigating – still open

Waste and Recycling Data (combined)

	Comments	Compliments	Complaints
April – September 21	350	60	113

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APPENDIX B – BREAKDOWN OF 3C'S BY SERVICE – Apr - Sept 2021

	Comments	Compliments	Complaints
Property Services	0	1	0
Environmental Health - Commercial	0	3	4
Environmental Health - Protection	0	3	11
Housing Needs	0	1	2
Parking Services	2	1	4
Planning Control & Conservation	0	5	38
Planning Policy	0	0	2
Green Space	1	17	6
Waste Management	4	10	68
Benefits	0	2	2
Careline	0	32	13
Customer Service Centre	1	0	2
IT	0	2	0
Post & Admin (MSU)	0	4	0
Revenues Billing & Recovery	0	1	10
Revenue Technical	2	0	1
Community Engagement	0	1	0
Committee Services	0	0	2
Electoral Services	1	1	3
Licensing	0	1	0
Enforcement / Environmental Crime	0	2	0
Hitchin Town Hall / Museum	1	0	1
NHDC Totals	12	87	169
Contractor Data			
Waste (Urbaser)	346	50	45
Grounds (John O'Connor)	0	0	2
North Herts Leisure Centre	0	12	9
Hitchin Swim Centre	16	8	12
Royston Leisure Centre	12	8	3
Contractor Totals	374	78	71
Grand Totals (combined)	386	165	240

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**OVERVIEW AND SCRUTINY COMMITTEE
14 DECEMBER 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, Arts and Transport.

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 (since March 2021) 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, Arts and Transport 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 March 2021 and provided an update of the work taken place by the team/ s so far. This report is to provide an updated position since March, 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 March 2021. 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 NHC.
- 8.2. **Property Company** - On the 24 November 2021, Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder) approved the property company business case along with the commencement of trading of the holding company (Broadwater Hundred Limited) and the incorporation and trading of the subsidiary company. This will now open various opportunities for the Council to act more commercially. The Council now can explore housing options and to trade as a company with Directors in post (yet to be confirmed). This is an exciting accomplishment for the team, as it has been on the Council's agenda for a period of time. Projects such as Harkness Court and potentially those with Willmott Dixon are being considered to be a part of this overarching scheme. Other potential opportunities are being discussed at officer level currently.
- 8.3. **Investment opportunities** - Since March 2021, the Council have increased its bidding activity on potentially commercial investments – more recently, shopping centres. The team have worked closely with appointed consultants to scope out each project and investigate the due diligence surrounding it. This has given the Council a good insight into working with investment consultants such as BNP Paribas whereby we can learn and gain knowledge from for future bids/ opportunities. The two largest bids were for Garden Square, Letchworth Garden City whereby the Council were unsuccessful, and the latest for Churchgate, Hitchin whereby the Council were not the preferred bidder. However the team will continue to ensure the Council are competitors in the investment market and learn from each bid.
- 8.4. **Business Partnering** – The team are still operating successfully under this framework. Projects such as increasing the Mausoleum facility at Wilbury Hills, generating savings through reviewing the temporary employees process, delivery of the Community Lottery (see below for more information) and updating/ upgrading the filming and advertising strategy to generate income are all good examples of how the team are working alongside service areas to deliver commercial projects. The team are currently planning to conduct a short survey to understand how the organisation perceives business partnering, and what can be improved, what has been successful so far etc. The survey is part of the strategic review (conducted by the Leader of the Council and Managing Director) and will deploy in early-mid December 2021. Please refer to Part 2 – Appendix A for a sample of live projects within the Commercial service area.
- 8.5. **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. So far, the total amount generated since 2020 into the Council is £10, 288.28 from this scheme.

- 8.6. **Community Lottery** – NH obtained the Gambling Licence in October 2021 and can now begin to prepare for the launch and first draw of the lottery. The team have been working closely with the Community Engagement team to ensure that criteria for good causes mirrors that of our current Grants scheme. The lottery website has now been built and plans for the good cause launch are underway (based on the assumption that the launch will be 18 January 2022). Complications have arisen associated with the Pre-Election period (PERP), as this date conflicts with the date of the First Draw therefore Councillors will not be able to publicly support this. A way forward is being discussed between Executive Members.
- 8.7. **Bury Mead site, Hitchin** – The team are working alongside Willmott Dixon to determine a new storage facility for the museum, as well as a private storage solution that will provide rentable income. The Council are exploring different build methods for this project, inclusive of Passivhaus standards and sustainable solutions. The team have recently appointed 'Engage' who are consultants in this type of storage. Their report will tell us whether there is demand in our District for this activity, as well as indicative pricing structures. This will help us to determine whether a storage facility is the best usage of the land at Burymead after constructing the new museum storage. The report is due early December 2021, therefore a verbal update will be provided at the committee meeting.
- 8.8. **Conversion of the former Careline offices at 55 Harkness Court, Hitchin** – Physical conversion into four x 1 bedroom self-contained flats completed in Summer 2021. Estates and Property Services are currently liaising with statutory undertakers to secure installation of mains services to the new flats. Once the property is ready for occupation, it is intended for NHC to lease out the entire building to the Council's property company. Further information on this redevelopment project is provided in the Part 2 report.
- 8.9. **Charnwood House, Hitchin** - In September 2021, two open days were held at Charnwood as part of the community engagement exercise instructed by Cabinet in December 2020. Ideas were sought on how this Grade 2 Listed property can be transformed into a community hub. The open days were a success, attended by over 200 visitors across the two days. Over 160 questionnaires were completed and returned to NHC. The questionnaires revealed a broad range of uses people would like to see accommodated by the community hub. These included educational activities, information provision, a base for hobbies and interests, hot desking, community café and several other interesting possibilities. Estates presented the results to Hitchin Committee in October, along with a recommendation that the Committee endorse seeking Cabinet's authority to dispose of Charnwood House by way of lease of maximum 99 years, and seeking Cabinet's authority to market the property for leasing by informal tender. The Committee approved this approach subject to Council officers first undertaking an options appraisal for running Charnwood as a community hub, to include the option of the Council running Charnwood in-house. Estates intends undertaking the options appraisal in early 2022.
- 8.10. **Town Hall Annexe, Royston** – Estates continues to liaise with a major food retailer to lease out this NHC-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. Royston Town Council have been updated on the project during 2021. Further information on this redevelopment project is provided in the Part 2 report.

- 8.11. **Hitchin Bridge Club** - A report was presented by Estates to Cabinet in March 2021 outlining an expression of interest from Hitchin Bridge Club to acquire a 99-year leasehold interest in 0.35 acres of NHC's 4.19 acre public recreation ground at Cadwell Lane, Hitchin. The Club wished to build a clubhouse and surface car park here. Cabinet resolved that an in-principle decision to grant a leasehold interest in the land to Hitchin Bridge Club be agreed. Following this decision, Legal Services drafted a lease for the Club and sent this to the Club's solicitor. Further information on this project is provided in the Part 2 report.
- 8.12. **Waste Transfer Site** - Estates has agreed a new lease with NHC's waste contractor during the past month for the waste transfer site at Bury Mead Road, Hitchin. The lease secures the site for the transfer of approved waste to nominated disposal facilities until at least June 2026.
- 8.13. **Existing Estates portfolio** – A wide range of activities has taken place across the portfolio during 2021, including rent reviews, new leases, lease assignments, licences for alterations and lease regear negotiations. The Government's moratorium on commercial lease forfeiture was extended on several occasions during the year. The latest extension takes the moratorium to 25th March 2022. Estates continues to actively monitor and address rent arrears as far as practicable within the confines of the moratorium. Work has chiefly involved proactive and constructive dialogue with tenants, to encourage payment and establish payment plans where possible, or to verify reasons for late rent payments.
- 8.14. **Property Disposals** – In June 2021, NHC Estates completed the sale of a surplus site of circa 0.5 acres at The Green, Newnham. Following the securing of full planning permission for 4 terraced houses, the site was marketed on the open market. Solid interest and offers were generated. The capital receipt will be recycled for use in NHC's capital programme.
- 8.15. **Exchange of contracts** – NHC Estates has exchanged contracts 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	Exchanged

- 8.16. During 2021, NHC Estates continued to work towards disposing of the 6 surplus sites in the following table (rows shaded yellow). Work to dispose the 4 sites in the blue rows of the table is currently on hold whilst NHC considers the merits of retaining the sites for rental income. The three sites in the green part of the table were sold in 2021. The estimated capital receipts for the sites in the yellow and blue rows of the table are detailed in the Part 2 report. The actual capital receipts for the sold sites in the green rows are set out in the Part 2 report. Capital receipts generated from disposals will further fund the Council's capital programme and acquisition and development of new assets.

Property	Proposed Disposal Date <i>End of:</i>
Land at Ivel Court, Letchworth Garden City	Q4 2021-22
Land off Windmill Close, Barkway	Q4 2021-22
Land at Clare Crescent, Baldock	Q4 2021-22
Land adjacent to 9 North End, Kelshall	Q2/Q3 2022-23
Land off Templars Lane, Preston	Q2/Q3 2022-23
Site of Former Depot, Icknield Way, Letchworth Garden City	Q4 2022-23
Land rear of Baldock Road, Letchworth Garden City	On hold: may retain site
Land at Meadow Way, Therfield	On hold: may retain site
Land off Yeomanry Drive, Baldock	On hold: may retain site
Land at The Snipe, Weston	On hold: may retain site
Town Lodge, Bungalow, Document Centre & Store, Gernon Road, Letchworth Garden City	Sold January 2021
Land adjacent to 1 North End, Kelshall	Sold February 2021
Land at The Green, Newnham	Sold June 2021

8.17. **Creating partnerships** – The team are continuing to work alongside and build partnerships with other Council's and private sector organisations. This enables the Council to share expertise and intelligence regarding strategy, approach and any potential opportunities to joint venture in the future. In order to be more commercial, it is important that we act more 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. It also enables the Council to learn and broaden the teams knowledge on property investments (for example and explain in 8.3 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 4(2) of the Localism Act 2011 provides that where, in exercise of the general power of competence, a local authority does things for a commercial purpose the authority must do them through a company.
- 9.3. Section 120 of the Local Government Act 1972 provides the District Council the power to acquire or develop property for the purposes of NHC'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. The Council will conduct environmental impact assessments where required (i.e any key decisions, major budget implications and any revisions to major service provisions). With regards to the land disposals as noted at 8.16, we 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 None.

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