

1 March 2023

Our Ref Overview and Scrutiny Committee/9
March 2023
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To: Members of the Committee: Councillors David Levett (Chair), Val Bryant (Vice-Chair), David Levett, Val Bryant, Adam Compton, Alistair Willoughby, Carol Stanier, Claire Strong, Ian Moody, Nigel Mason, Phil Weeder, Raj Bhakar, Tamsin Thomas and Tony Hunter

Substitutes: Councillors Kay Tart, Lisa Nash, Morgan Derbyshire, Sean Nolan, Simon Bloxham, Terry Hone and Terry Tyler

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**

On

THURSDAY, 9TH MARCH, 2023 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. 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.	
2. MINUTES - 24 JANUARY 2023	To take as read and approve as a true record the Part 1 Minutes of the meeting of the Committee held on the 24 January 2023.	(Pages 5 - 14)
3. 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.	
4. 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.	
5. PUBLIC PARTICIPATION	To receive petitions, comments and questions from the public.	
6. 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.	
7. 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.	

- 8. MEMBERS' QUESTIONS**
To receive and respond to any questions from Members either set out in the agenda or tabled at the meeting.
- 9. OVERVIEW AND AND SCRUTINY COMMITTEE RESOLUTIONS** (Pages 15 - 16)
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER

To consider the outcome of Overview and Scrutiny Committee resolutions.
- 10. ANNUAL REPORT OF OVERVIEW AND SCRUTINY** (Pages 17 - 26)
REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE 2022-2023

To consider and comment on the Annual Report of the Overview and Scrutiny Committee 2022-23, prior to consideration by Council.
- 11. UPDATE ON LORD LISTER HOTEL - INFORMATION NOTE** (Pages 27 - 28)
INFORMATION NOTE OF THE STRATEGIC HOUSING MANAGER

To provide the Committee with an update on the accommodation and support scheme for single homeless people located at the former Lord Lister hotel in Hitchin.
- 12. LEISURE CONTRACT PROCUREMENT** (Pages 29 - 36)
REPORT OF THE SERVICE DIRECTOR – PLACE

To consider to proposals to Cabinet to proceed with a Competitive Procedure with Negotiation (CPN) procurement for the Leisure Management contracts which are due to expire in March 2024.
- 13. RIPA UPDATE** (Pages 37 - 68)
REPORT OF THE LEGAL REGULATORY TEAM MANAGER AND DEPUTY MONITORING OFFICER

To update on the current use of RIPA and report on the annual policy review. It also highlights a potential change required to the Policy, in relation to communications data.
- 14. SUSTAINABILITY SPD** (Pages 69 - 76)
REPORT OF THE SERVICE DIRECTOR – RESOURCES

To provide an overview of the work on preparing a Sustainability Supplementary Planning Document (SPD) to provide additional detail and clarity to Local Plan Policy SP1 (Sustainable Development in North Hertfordshire) and other relevant policies in the Plan.
- 15. QUARTERLY UPDATE ON THE COUNCIL DELIVERY PLAN** (Pages 77 - 106)
REPORT OF THE SERVICE DIRECTOR – RESOURCES

A third quarter update on progress against the Council Delivery Plan 2022-2023.

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|------------|---|-------------------------|
| 16. | COUNCIL DELIVERY PLAN 2023-2024
REPORT OF THE SERVICE DIRECTOR – RESOURCES | (Pages
107 -
132) |
| | To provide an overview of the projects, PIs and risks to be monitored throughout 2023-2024 through the Council Plan. | |
| 17. | EXCLUSION OF PRESS AND PUBLIC
To consider passing the following resolution: | |
| | That under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting on the grounds that the following report will involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the said Act (as amended). | |
| 18. | ENTERPRISE DIRECTORATE UPDATE - PART 2
To provide the committee with an update on the progress of the Enterprise Directorate as set out in the departments work programme. | 133 -
140 |
| 19. | PART 2 MINUTES - 24 JANUARY 2023
To take as read and approve as a true record the Part 2 Minutes of the meeting of the Committee held on the 24 January 2023. | 141 -
142 |
| 20. | OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
REPORT OF THE COMMITTEE, MEMBER AND SCRUTINY MANAGER | (Pages
143 -
154) |
| | To consider the issues that the Overview and Scrutiny Committee plans to review at future meetings and the activities of its sub-groups. | |

Public Document Pack Agenda Item 2

NORTH HERTFORDSHIRE DISTRICT COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

MEETING HELD IN THE COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERONON ROAD, LETCHWORTH
ON TUESDAY, 24TH JANUARY, 2023 AT 7.30 PM

MINUTES

Present: *Councillors: Councillor David Levett (Chair), Councillor Val Bryant (Vice-Chair), Adam Compton, Alistair Willoughby, Claire Strong, Nigel Mason, Phil Weeder, Tamsin Thomas, Terry Hone and Tony Hunter*

In Attendance:

James Lovegrove (Committee, Member and Scrutiny Manager), Caelan Ballard (HR Apprentice), Steve Cobb (Licensing Manager), Steve Crowley (Service Director - Commercial) and Christopher Robson (Senior Estates Surveyor)

Also Present:

At the commencement of the meeting approximately 5 members of the public, including registered speakers.

171 APOLOGIES FOR ABSENCE

Audio recording – 2 minutes 06 seconds

Apologies for absence were received from Councillors Raj Bhakar and Ian Moody.

Having given due notice Councillor Terry Hone substituted for Councillor Moody.

172 MINUTES - 6 DECEMBER 2022

Audio Recording – 2 minutes 26 seconds

RESOLVED: That the Part 1 Minutes of the Meeting of the Committee held on 6 December 2022 be approved as a true record of the proceedings and be signed by the Chair.

173 NOTIFICATION OF OTHER BUSINESS

Audio recording – 3 minutes 01 seconds

There was no other business notified.

174 CHAIR'S ANNOUNCEMENTS

Audio recording – 3 minutes 05 seconds

- (1) The Chair advised that, in accordance with Council Policy, the meeting would be audio recorded.
- (2) 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.

175 PUBLIC PARTICIPATION

Audio recording – 3 minutes 34 seconds

N.B. Councillor Phil Weeder entered the Chamber at this point at 19.34.

There was no public participation at this meeting.

176 URGENT AND GENERAL EXCEPTION ITEMS

Audio recording – 3 minutes 36 seconds

The Chair advised that he had agreed to one urgency proceedings since the last meeting and this was with regard to the “Careline In House Provision” item that was presented to Cabinet in December, as the Part 2 notice was not posted publicly within the required timeframes.

177 CALLED-IN ITEMS

Audio recording – 4 minutes 04 seconds

There had been no items called-in by the Overview and Scrutiny Committee.

178 MEMBERS' QUESTIONS

Audio recording – 4 minutes 09 seconds

No questions had been submitted.

179 CRIME AND DISORDER MATTERS

Audio recording – 4 minutes 15 seconds

The Chair invited Sergeant Chris Adshead, from Hertfordshire Constabulary, to provide Members with a presentation on Anti-Social Behaviour (ASB) and the recording of these types of crimes. Sergeant Adshead thanked the Chair for the opportunity and provided a presentation, accompanied by slides, which advised of the following:

- The most widely used definition of Anti-Social Behaviour in the UK is the definition contained in the Crime and Disorder Act (1998). There was not previously an absolute definition of Anti-Social Behaviour, so this legislation formed a definition which the College of Policing follows.
- The Anti-Social Behaviour Crime and Policing Act (2014) also describes anti-social behaviour as ‘conduct that has or is likely to cause harassment, alarm or distress to any person; conduct capable of causing nuisance or annoyance to a person in relation to that person’s occupation or residential premises; or conduct capable of causing household related nuisance or annoyance to any person’.
- Local Authorities often use the Anti-Social Behaviour Crime and Policing Act (2014) to create district legislation.
- The College of Policing Guidelines suggest detecting and recording ASB through a system of:
 - scanning police recorded crime figures and local service-provider data, and evaluation of victim reports and incidents. Scanning can evaluate ASB incidents either as a general, local issue or as individual incidents which form a pattern of behaviour.
 - Monitoring hotspots, with use of CCTV, community audits, surveys, and street audits to gather the public perception of local Anti-Social Behaviour.

- Evaluating the findings through policing systems, such as SafetyNet which records incidents of ASB and actions taken by Police to resolve incidents.
- During an incident of ASB, members of the public can call the non-emergency Police Number 101 or call 999 to speak to Force Control in an emergency/when immediate danger is present. There is also an online reporting service which will also send submissions straight to Force Control. After Force Control Room is contacted, Police will create an Incident Reference Number (ISR). The Risk of the anti-social behaviour will then be assessed and graded. If the incident is a non-emergency but the informant wants police contact, the informant will be given information on officer availability for the following days. Where an incident is not isolated or is recognized as a pattern of anti-social behaviour, it may get an Officer response.
- There is a team within the Force Control Room called the Community Focus Desk. Reports of anti-social behaviour will be passed to them to be routed out to an appropriate service area. Community Focus Desk is responsible for ensuring the correct risk assessment has been applied and that the report is routed appropriately. Police will respond immediately if a report requires an immediate response.
- Herts Police use a dynamic risk assessment tool called THRIVE to assess the risk of reported incidents and make decisions. The six factors considered in THRIVE are Threat, Harm, Risk, Investigation, Vulnerability and Engagement. The decision Police make on a case is then documented on the Incident Reference (ISR).
- Other schemes Herts Police have implemented to monitor ASB include SafetyNet, Streetmeets, Power Bi, and Echo. These schemes do not just monitor patterns of anti-social behaviour but offer a way for members of the public to further discuss the issue and how it has been dealt with by Police. Streetmeets are especially important for victims of anti-social behaviour to feel heard by Police and for Police to assess how effective the incident response was.
- Additionally, every time a 24 Intervention Team start their shifts, they go through a briefing to notify front line officers of current anti-social behaviour and individual cases of note.
- Police also implement Special Operations to achieve targets communicated through other systems such as Echo and StreetMeets.

The Chair invited Inspector James Lant, from Hertfordshire Constabulary, to provide Members with a presentation on safer streets, with a focus on women and girls. Inspector Lant thanked the Chair for the opportunity and provided a presentation, accompanied by slides, which advised of the following:

- Herts Police had been working to increase a perception of safety in North Hertfordshire, particularly for Women and Girls'. Echo is a new HertsWatch Initiative which serves as a community tailored-survey platform. Responses inform the Police on local perceptions of safety and prioritize actions against anti-social behaviour which will ease public concerns and make a positive difference in the community. Streetmeets also provide a way for members of the public to share feedback with the Police in person.
- Echo survey submissions are also used to determine whether women and girls feel safe in their area, particularly at night. Where women and girls report that they do not feel safe in a particular area, or they are aware of antisocial behaviour in the area, the information is used to direct patrolling Police.
- North Hertfordshire is one of the safest areas in Hertfordshire and offences against women and girls are low, but there are many women and girls who still feel unsafe and perceive danger in local areas.
- There is a VAWG (Violence Against Women and Girls) partnership subgroup of the Joint Action Group between Herts Police, North Hertfordshire Council, Herts Fire and Rescue, and local housing associations which meet to address issues in the area and suggest actions. Security measures are often proposed, such as installing new CCTV cameras and better lighting in areas of North Hertfordshire which women and girls have reported feeling unsafe.
- Quarterly, Echo collates all the received feedback from the 'Women's Feelings of Safety'

survey, which Herts Police then use to inform new patrol plans. Echo also collects suggestions from women on additional measures which would increase their feelings of safety. Recently, there have been several requests for more Police patrol on foot in Hitchin, particularly at night. Some participants also suggested better street lighting would make them feel safer walking home at night.

- Herts Police then analyse these responses to identify any specific road names or times of day which can directly influence future Police patrols. These responses are then overlaid with hour-by-hour crime reports from Power Bi, which further informs Police which areas and times of day need more Police presence.
- Herts Police hosted their first Women's Safety Talk in Hitchin Town Hall on Sunday 15 January 2023. The talk was the first of its kind in North Hertfordshire and saw a very good turnout, with around 60 attendees, and received very positive feedback. Herts Police expect to repeat these events in different locations across North Hertfordshire.
- There are several Specialist Operations in place around North Hertfordshire. OP Urban addresses aggressive begging through checking in with local homeless people in public spaces and referring them to shelters and homeless charities. The operation aims to divert homeless people from getting into confrontations with members of the public.
- OP Gallican is North Hertfordshire's night-time economy police operation, increasing Police presence around higher-risk license premises on Friday and Saturday nights, and interacting with door staff and security at different premises to ensure they are operating safely. Police checks involve making sure premises have adequate staff numbers and working CCTV cameras. These measures also help to increase women's feelings of safety as they act as a preventative measure against antisocial behaviour and VAWG.
- OP Sargus is another Specialist Operation in place to prevent VAWG, trafficking and sexual exploitation. Volunteers from North Hertfordshire College teamed up with Police Officers to visit different hotels in North Hertfordshire. Officers would be in plain clothes and would attempt to book a room with a young female to detect whether hotel staff would challenge this as a safeguarding concern. Disappointingly, every hotel visited failed to challenge the officer. Through this operation Herts Police have been able to identify a learning need for staff in hotels across North Hertfordshire and will put educational courses in place. If hotels in North Hertfordshire fail to improve their safeguarding measures, Police will have to review their licenses with North Hertfordshire Council.

The following Members asked questions:

- Councillor Tamsin Thomas
- Councillor Nigel Mason
- Councillor Terry Hone
- Councillor Alistair Willoughby
- Councillor Claire Strong
- Councillor Adam Compton
- Councillor Tony Hunter
- Councillor Val Bryant

In response to questions, Sergeant Adshead, Inspector Lant and DCI Hannah Treadwell advised of the following:

- Herts Police acknowledged that the issue of women and girl's safety is not limited to young women, and older women feel particularly vulnerable to harm. This is evidenced in Echo survey responses where older women have consistently felt perceptions of danger in their local areas.
- While Herts Police hold Women's Safety Events to inform women with ways, they can make themselves safer, the root of VAWG lies with the behaviour of some males, so as such it is men that also need to be encouraged to attend these events, which we will promote more in future. Unfortunately, there are often few men attending these events,

and are simply there with their female partners. Herts Police would need to continue developing a communications strategy to direct these future education events to men.

- The Hate Crime Officer for North Herts Police had recently been into schools with troubled young men, giving presentations to educate these men on women's issues and prevent misogynistic behaviours.
- It was important for Police to have strong relationships with local Councillors at ward level and it is actively encouraged that Councillors come and talk to our Police Community Support Officers and share the concerns of local people with them. Police would also like to potentially propose a joint surgery within North Hertfordshire to allow Herts Police and local Councillors to collaborate further.
- Herts Police would support a Councillor and Police walkabout.
- The 'Ask for Angela' scheme is currently active in some premises within the North Hertfordshire district, but the licensed premises must promote it in conjunction with Police for it to be effective. It also needs to be advocated for by these premises to other premises, so that if someone came into a bar and asked for Angela, the staff would know what was being referred to. The scheme is also not a Police-driven incentive, but it is covered and supported by Police.
- Priority setting in-person consultations were sadly found to be far less effective than Echo surveys, with an extremely low uptake. A review was carried out at the end of 2022, which found there was little justification to continue with the in-person consultations. For now, Herts Police will hold online consultations instead.
- North Hertfordshire Council is still leading a CCTV review in Knebworth. Herts Police have been invited to several meetings and asked for statistics on crime and antisocial behaviour in Knebworth to determine if any of the CCTV cameras need to be moved. Without crime reports and statistics to hand, it is difficult to determine whether there is enough justification to bid for new mobile cameras for Knebworth, but this can be discussed further after the Committee meeting.
- Herts Police are keenly aware that not everyone has access or ability to use online services and is therefore able to fill in Echo surveys, which is why it was hoped there would be a better uptake in the priority setting in-person consultations last year. Safer Streets meetings are still ongoing, however, which will present anyone the opportunity to speak to an officer, give suggestions or report information about antisocial behaviour in their local area. Safer Streets meetings also give Officers opportunity to help members of the public sign up to Echo and give them crime prevention and personal safety advice in person. It is hoped that these in-person meetings will be more frequent and cover all areas of North Hertfordshire in the future.

The Chair thanked the Officers who had attended the meeting to provide Members with a presentation and answer questions.

The Chair invited Christine Adams, from North Herts Citizens Advice, to provide Members with a presentation on scams, with a focus on telephone scams. Ms Adams thanked the Chair for the opportunity and provided a presentation, accompanied by slides, which advised of the following:

- A scam is defined as a dishonest scheme, a fraud, a means to erode one's confidence, or a means to extract a money from a person.
- There are many types of scams nowadays besides dishonest advertising, and many of these scams are designed to play on people's fears – such as the Cost-of-Living Crisis. Many scammers also contact members of the public, pretending to be a trusted organization such as HMRC. These scammers almost always contact people via telephone or text, and most often pretend to be a Bank. Other kinds of common telephone/text scams include membership scams, parcel delivery scams, repair or virus scams, or pension investment advice. These scams are also particularly malicious because instead of hacking a social media account, they will trick people into sending their banking details and then will steal as much money from those accounts as possible.
- Text and telephone scams can often appear legitimate, as they take advantage of

technology which lets them 'spooft' a commercial number. They can then appear in someone's phone using a familiar company name.

- Banking scams usually attempt to scare people with messages such as "unusual activity on your bank account" or "your account is frozen". If the scammer has been able to spoof a phone number of a real Bank, the message will appear legitimate at first glance. A bank scam will then ask for a person's bank details to confirm their identity, or they may be directed to a fake website to input this information. However, your Bank's real phone number is almost always found on the back of your debit or credit card. A Bank will also never text or phone someone with a different number to phone them on.
- There are scams currently circulating which take form as a text or email from HMRC promising a refund. The text will link someone to a fake website which will then ask for their personal details including their NI number, date of birth and banking details.
- Another recent text scam is a message claiming to be from Ofgem, asking people to apply for the £400 energy rebate scheme. However, the Government will pay this to people automatically and never needs to be applied for.
- Scam texts can also sometimes be identified by the website link they are directing people to, such as claiming to be from GOV.UK, but the link goes to the address "bill-uk-gov.com".
- Some text scams claim to be from loved ones in trouble, often a WhatsApp message supposedly from a family member saying that they've got a new phone number and need money to pay a bill urgently or have broken their phone and need money for a new one. These messages often start quite vaguely, with "Hello Mum" or "Hello Dad", aiming to target parents. The scammer will then provide bank details for the victim to send money to.
- Rates of fraud fell during the first half of 2022, which may be explained by consumers returning to their normal routines after the pandemic.
- Criminals stole a total of £608.8 million in the first half of 2022, a decrease of 13% from the first half of 2021. The total amount of money stolen in 2021/2022 through scams was £2.35bn.
- Focus has recently been on Authorized Push Payments (APP) fraud – whereby victims are tricked into authorizing payment on an account within the fraudsters control.
- Romance scams increased by 31% in 2022, with 38% of dating site users stating that they had been asked for money. Out of those 38%, 57% obliged and were scammed into giving money.
- Scams made up 41% of total crime figures for 2022.
- There has also been an increase in purchase scams – for example, buying a product which does not really exist and does not turn up. However, the financial loss from this type of scam has decreased compared to previous years.
- Investment scams remain the area of greatest concern, accounting for the largest proportion of losses of any APP scam types.
- Disconcertingly, scammers appear to be targeting many different demographics, including the young, the elderly, people with disabilities, social renters, people on benefits, as well as lonely people.
- Citizens Advice recommends steps to avoid cold calls, such as registering with the Telephone Preference Service. This is a free service which allows you to opt out of any unsolicited live telesales calls. This should reduce the number of cold calls people get but will not protect them against scammers.
- Anyone who is bothered by cold calls should speak to their phone provider to see what other privacy services are available. It is also possible to block numbers on a smartphone to stop them from calling again. If someone is unsure how to do this, they could take their phone into their local mobile phone shop for assistance.
- Citizens Advice also advises that it is best practice to call a bank or company on their customer number, a legitimate bank or company will always be pleased to talk to their customers to prevent fraud or scams.

In response to questions from Councillor Nigel Mason, Ms Adams advised that it was hard to tell how scammers are able to spoof numbers from recognized organisations, but it is very

clever software designed to target people of any age, because they think it is a trusted organisation contacting them.

The Chair thanked Christine Adams for her presentation this evening and for taking the time to answer questions from Members.

180 OVERVIEW AND SCRUTINY COMMITTEE RESOLUTIONS

Audio recording – 75 minutes 27 seconds

The Committee, Member and Scrutiny Manager presented the report entitled 'Resolutions of the Overview and Scrutiny Committee' and advised of the following updates:

- An email had been sent to Group Leaders to request nominations to be appointed to the Task and Finish Group. No responses had yet been received.
- An update on the timescales for the SPDs had been provided to Cabinet in January, which detailed the Sustainability SPD would be drafted by March 2023 and the Design Code SPD was scheduled for Autumn 2023.
- The glossary as part of the Equality, Diversity and Inclusion Strategy had been removed following consideration at Cabinet.
- The new Peer Review document would be shared with Members when confirmed with the LGA and Officers.

In response to a question from Councillor Claire Strong, the Committee, Member and Scrutiny Manager advised that following final confirmation of the updated Peer Review document, it could be presented as an agenda item at a future meeting of the Committee.

Councillor David Levett, as Chair, proposed and Councillor Val Bryant seconded and, following a vote, it was:

RECOMMENDED TO COUNCIL: That Council continues to support the work of Community Safety Partnerships and other partner agencies and work on the delivery of a Women's Safety Charter alongside these agencies.

REASON FOR RECOMMENDATION: To highlight and enable Full Council to consider the important work of the Community Safety Partnerships and other partner agencies as well as the delivery of a Women's Safety Charter alongside these agencies.

Councillor David Levett, as Chair, proposed and Councillor Val Bryant seconded and, following a vote, it was:

RESOLVED: That the document entitled Resolutions of the Overview and Scrutiny Committee was noted.

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

181 ENTERPRISE UPDATE - PART 1

Audio recording – 109 minutes 18 seconds

The Chair presented the report entitled 'Enterprise Update – Part 1' and there were no questions from Members.

Councillor David Levett, as Chair, proposed and Councillor Alistair Willoughby seconded and, following a vote, it was:

RESOLVED: That the Committee noted the report.

REASON FOR DECISION: The report is following the request of the committee for an update on the progress of the Enterprise Directorate work programme and is for information only.

182 EXCLUSION OF PRESS AND PUBLIC

Audio recording – 81 minutes 53 seconds

RESOLVED: That under Section 100A of the Local Government Act 1972, the Press and Public be excluded from the meeting on the grounds that the following report will involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the said Act (as amended).

183 ENTERPRISE UPDATE - PART 2

Details of minutes taken on this item are restricted due to the disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of Section 200A(4) of the Local Government Act 1972.

Councillor David Levett, as Chair, proposed and Councillor Phil Weeder seconded and, following a vote, it was:

RESOLVED: That the Committee noted the report.

REASON FOR DECISION: The report is following the request of the committee for an update on the progress of the Enterprise Directorate work programme and is for information only.

184 PART 2 MINUTES - 28 SEPTEMBER 2022, 6 DECEMBER 2022

Details of Minutes taken on this item are restricted due to the disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of Section 200A(4) of the Local Government Act 1972.

Councillor David Levett, as Chair, proposed and Councillor Adam Compton seconded and, following a vote, it was:

RESOLVED: That the Part 2 Minutes of the Meetings of the Committee held on 28 September and 6 December 2022 were approved as a true record of the proceedings and be signed by the Chair.

185 OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME

Audio recording – 110 minutes 00 seconds

The Committee, Member and Scrutiny Manager presented the report entitled Overview and Scrutiny Committee Work Programme and drew attention to the following:

- The report of Chair on the Call to Account was due to be presented at the March meeting of the Committee.
- The Strategic Housing Manager was expected to present an update to the Committee in March.

Councillor Claire Strong requested that the Strategic Housing Manager provide an update not only on Lord Lister, but on other strategic housing matters around the district, including the new Baldock site, whether there had been any development on the new facility and the situation of the shelter on Grove Road.

Councillor Adam Compton noted that the Work Programme had listed the Strategic Housing Update and Call To Account Report under 'To Be Scheduled' and the Committee, Member and Scrutiny Manger advised this would be updated following this meeting.

Councillor Terry Hone questioned what the Annual Report was listed on the Work Programme, and it was confirmed that this was the Annual Report of the Overview and Scrutiny Committee.

Councillor David Levett, as Chair, proposed and Councillor Adam Compton seconded and, following a vote, it was:

RESOLVED:

- (1) That the Committee prioritised proposed topics for inclusion in the work programme attached as Appendix A and, where appropriate, determined the high level form and timing of scrutiny input, with the additional agenda item:
- (2) That the Strategic Housing Update be presented to the Overview and Scrutiny on 9 March 2023.
- (3) The Committee, considered the most recent iteration of the Forward Plan, as attached as Appendix B.

REASON FOR DECISIONS: 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.

The meeting closed at 9.28 pm

Chair

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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.	A draft scoping document has been put together and was presented to Members at the September meeting and approved. Following approval from the Committee for the core principles of the review, Group Leaders have been consulted to appoint members to the Task & Finish Group and arrange suitable dates for the Group to meet.	In progress
	LOCAL PLAN IMPLEMENTATION		
Mar 21 Min 93	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
	WORK PROGRAMME		
Dec 22 Min 170	The Chair suggested that the recommendation 2.3 of the report, relating to the Corporate Peer Challenge Action Plan, be removed from the report and the updated version included.	The Peer Challenge Action Plan has been removed from the recommendations on the Work Programme report for the Committee.	Completed
	WOMEN'S SAFETY CHARTER		
Jan 23 Min 180	RECOMMENDED TO COUNCIL: That Council continues to support the work of Community Safety Partnerships and other partner agencies and work on the delivery of a Women's Safety Charter alongside these agencies. REASON FOR RECOMMENDATION: To highlight and enable Full Council to consider the important work of the Community Safety Partnerships and other partner agencies as well as the delivery of a Women's Safety Charter alongside these agencies.	Presented to Full Council on 23 February 2023 by the Chair of O&S, which was seconded by the Leader of the Council. Following a vote this motion was approved by Full Council.	Completed

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**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2023**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: ANNUAL REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE 2022/2023

REPORT OF THE CHAIR OF THE OVERVIEW AND SCRUTINY COMMITTEE 2022/2023

EXECUTIVE MEMBER: NOT APPLICABLE

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

1. EXECUTIVE SUMMARY

1.1 To consider the Annual report of the Overview and Scrutiny Committee regarding the 2022/2023 Civic Year.

2. RECOMMENDATIONS

2.1 That the Committee consider and comment on the Annual Report of the Overview and Scrutiny Committee 2022/2023 as attached at Appendix A prior to consideration by Council.

3. REASONS FOR RECOMMENDATIONS

3.1 To enable Overview and Scrutiny Committee to consider and comment on the report of the Chair of the Overview and Scrutiny Committee regarding the work of the Committee in the 2022/2023 Civic Year prior to consideration by Council.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. None.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

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

5.2. The Overview and Scrutiny Committee will have the opportunity to consider and comment on the draft report prior to consideration by Council, at the meeting of the Committee on 9 March 2023.

6. FORWARD PLAN

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

7. BACKGROUND

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

8. RELEVANT CONSIDERATIONS

- 8.1 The report at Appendix A sets out the work of the Overview and Scrutiny Committee during the Civic Year 2022/2023.
- 8.2 Members should note that the statistics in the report cannot be completed until after the meeting on 9 March 2023.
- 8.3 Members are asked to comment on the draft Annual Report prior to consideration by Council.

9. LEGAL IMPLICATIONS

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

10. FINANCIAL IMPLICATIONS

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

11. RISK IMPLICATIONS

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

12. EQUALITIES IMPLICATIONS

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

13. SOCIAL VALUE IMPLICATIONS

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

14. HUMAN RESOURCE IMPLICATIONS

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

15. APPENDICES

- 15.1 Appendix A – Draft Annual Report of the Overview and Scrutiny Committee 2022/2023.

16. CONTACT OFFICERS

- 16.1 James Lovegrove
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- 16.2 Jeanette Thompson
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17. BACKGROUND PAPERS

- 17.1 Reports to and Minutes of the Overview and Scrutiny Committee during the Civic Year 2022/2023.

[Browse meetings - Overview and Scrutiny Committee | North Herts Council \(north-herts.gov.uk\)](#)

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**North
Herts
Council**

**OVERVIEW AND SCRUTINY COMMITTEE
ANNUAL REPORT
2022/2023**

Overview and Scrutiny Committee Chair's Foreword

To be provided by Councillor David Levett ahead of consideration at Full Council

1. Overview and Scrutiny at North Hertfordshire Council

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

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

2. Methods of Scrutiny

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

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

3. Meetings of the Overview and Scrutiny Committee

3.1 There were six scheduled meetings this year and all proceeded as planned, in person in the Council Chamber, making effective use of the facility for officer presentations to be delivered remotely.

3.2 There was one extraordinary meeting of the Committee this year.

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

4. Call-In

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

4.2 There have been no called in items this year.

5. Presentations by Executive Members

5.1 The Committee has in general continued with its decision not to invite Executive Members to speak on their portfolios on a rolling basis and to instead invite them only to address specific issues or to present reports that were of interest to the Committee. The exception to this has been the Executive Member for Enterprise and Arts, who has attended on a rolling basis to provide an Enterprise Update since June 2022.

5.2 Executive Members are also welcomed when attending meetings and encouraged to take part in the meeting when appropriate.

5.3 The Committee are grateful to the Executive Members for making presentations and attending meetings this year.

6. Crime & Disorder Scrutiny

6.1 The Committee is also the Crime and Disorder Scrutiny Committee for North Hertfordshire which is required to meet at least once a year.

6.2 The Committee chose this year to invite Hertfordshire Constabulary and North Herts Citizens Advice to discuss:

- Anti-social behaviour in town centres.
- The reporting and monitoring process behind anti-social behaviour issues.
- Safe walking for women and girls.
- Scams, with a focus on telephone scamming.

7. Safeguarding

7.1 The Committee continued to take a close interest in safeguarding matters and received its annual update on the Council's safeguarding performance in July 2022.

8. Statistics

8.1 In total, the Committee has considered **42 items** at its scheduled meetings this year.

8.2 It has made **10 recommendations on 4 topics to Cabinet and 1 recommendation to Full Council**. At every meeting the Committee also considered the resolutions previously made and the work programme.

8.3 No written questions were submitted this year.

9. Task and Finish Groups

- 9.1 Ongoing resource implications because of staffing changes to the Committee Services Team had meant it was not possible to allocate the officer time required to undertake successful Task and Finish Group on Communication.
- 9.2 An email was sent to Group Leaders in December 2022 to request nominations for Members of the Task and Finish Group. As of March 2023, no nominations to the group have been received. Therefore, this will be retained on the Work Programme of the Committee and will be approached again in the 2023/24 Civic Year.

10. Public Participation

- 10.1 The scrutiny process is open to involvement by local people and the Committee encourages public participation.
- 10.2 Six members of the public attended the Committee's meetings to make presentations this year.
- 10.3 Although physical attendance at the actual meetings was extremely low, recordings of the meetings on YouTube have received a total of **347 views**, with a mean average of **58 viewers** watching live or on the day of the meeting. The average view duration of a recording was **12 minutes 45 seconds**.
- 10.4 Some of the ways for the public to get involved include suggesting a topic for investigation as a task and finish group; providing evidence to or at a meeting; and being co-opted on to a topic group. The Committee is keen to see more public participation both in its task and finish groups and in its committee meetings.

11. Peer Review 2020

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

since been a review by the Peer Committee this had been removed from the agenda.

12. Further Information and Membership

12.1 Further information about the work of scrutiny and contact details can be found here: [Overview and Scrutiny | North Herts Council \(north-herts.gov.uk\)](https://www.north-herts.gov.uk/scrutiny)

12.2 Membership of the Overview and Scrutiny Committee in 2022/2023:

Members of the Committee:

Councillor David Levett (Chair)

Councillor Val Bryant (Vice

Chair)

Councillor Adam Compton

Councillor Alistair Willoughby

Councillor Carol Stanier

Councillor Claire Strong

Councillor Ian Moody

Councillor Nigel Mason

Councillor Phil Weeder

Councillor Raj Bhakar

Councillor Tamsin Thomas

Councillor Tony Hunter

Substitutes:

Councillor Lisa Nash

Councillor Morgan Derbyshire

Councillor Terry Hone

Councillor Simon Bloxham

Councillor Sean Nolan

Councillor Terry Tyler

Councillor Kay Tart

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OVERVIEW AND SCRUTINY COMMITTEE 9 MARCH 2023

*PART 1 – PUBLIC DOCUMENT

LORD LISTER UPDATE (SCHEME FOR SINGLE HOMELESS PEOPLE)

INFORMATION NOTE OF THE STRATEGIC HOUSING MANAGER

EXECUTIVE MEMBER: CLLR SEAN PRENDERGAST, EXECUTIVE MEMBER FOR HOUSING AND ENVIRONMENTAL HEALTH

PRIORITY: PEOPLE FIRST

1. SUMMARY

- 1.1 To provide the Committee with an update on the accommodation and support scheme for single homeless people located at the former Lord Lister hotel in Hitchin.

2. STEPS TO DATE

- 2.1 This update was included in the Committee's work programme agreed at its meeting on 24 January 2023.

3. INFORMATION TO NOTE

- 3.1 The cross government rough sleeping strategy (September 2022) aims to help people off the street into their own independent housing via supported accommodation settings (the Council has similar aims in its Housing Strategy). The Covid-19 pandemic revealed the single homeless cohort to be much larger than previously understood and highlighted the urgent need for accommodation and support for this group as significant numbers approached the Council for assistance following the government's 'Everyone In' directive. 'Everyone In' effectively extended councils' emergency accommodation duties to include single homeless people and the Council accommodated almost 200 people during the course of the pandemic in line with this directive (in addition to its usual accommodation duties to households in priority need), mainly in hotels.
- 3.2 The scheme at the former Lord Lister hotel (called PAIRS, Provision for Assessment, Intervention and Resettlement Support) provides accommodation and round-the-clock on-site support for local people on the single homeless pathway and particularly those with multiple support needs. PAIRS is provided by Keystage Housing and has been operational since December 2021. A detailed account of the scheme and its operation to date was included in the Call to Account report presented to the Committee on [28 September 2022](#).
- 3.3 In mid-2022, Keystage agreed to limit occupancy to ten rooms (out of a possible 21) due to local concerns around anti-social behaviour arising from the scheme. This cap on occupancy was to be in place until the outcome of the planning application for change of use for the site was decided, originally due to be considered in June 2022. Planning approval for the PAIRS scheme was eventually obtained on [20 September 2022](#). Since then, Keystage's immediate focus has been on progressing the works required to meet the planning conditions, whilst also continuing to support their existing residents and assessing referrals for future suitability to the scheme (note all referrals are through the Council).

- 3.4 Five clients have been re-settled since September 2022, with five new placements, keeping the scheme occupancy at ten rooms. Moving the scheme to full capacity will go some way to meeting the significant ongoing demand for accommodation and support from this cohort. In total, 80 Council referrals to PAIRS have been made since 2021 and at the time of writing, there are 23 individuals in hotel placements because there is no other suitable accommodation available.
- 3.5 Keystage now plan a staged increase in the occupancy of PAIRS, as below:
- From 6 March 2023: potential occupancy raised to 12 rooms
 - From 13 March: potential occupancy raised to 14 rooms
 - 20 March – end April 2023: The remaining 7 rooms will be made available based on suitability, matching and agreement from all agencies involved in the partnership, taking the occupancy up to its capacity of 21.
- 3.6 All individuals accepted into PAIRS undergo suitability assessments in line with the comprehensive referral process, to ensure that they are matched as suitable to the services provided at PAIRS. The impact of the increasing occupancy will be kept under regular review, with a Keystage offer made to neighbours to attend a weekly meeting, drop in or raise questions and regular briefings for councillors.
- 3.7 The majority of the planning conditions have been met and Keystage have confirmed that Planning do not have any concerns about the increase in occupancy and that no safety/security protocols will be compromised.

4. NEXT STEPS

- 4.1 Council officers will continue to work closely with Keystage to monitor any impacts of the increased occupancy, particularly with regard the local community.
- 4.2 Council officers are working similarly with Haven First (soon to complete a merger with OneYMCA) on ensuring their clients and wider services in Hitchin and Baldock are well supported by specialist agencies whilst also seeking to increase accommodation and support capacity for this client group by bringing forward other options with registered providers.

5. APPENDICES

- 5.1 None.

6. CONTACT OFFICERS

- 6.1 Martin Lawrence, Strategic Housing Manager, martin.lawrence@north-herts.gov.uk, 01462 474250

7. BACKGROUND PAPERS

- 7.1 DLUHC's Rough Sleeping Strategy [Rough sleepers helped to rebuild their lives with new strategy backed by £2bn government support - GOV.UK \(www.gov.uk\)](#)
- 7.2 The Council's Housing Strategy 2019-2024 [Housing and tenancy strategies | North Herts Council \(north-herts.gov.uk\)](#)

**Cabinet
14 March 2023**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: LEISURE MANAGEMENT CONTRACT PROCUREMENT

REPORT OF: THE SERVICE DIRECTOR - PLACE

EXECUTIVE MEMBER: ENVIRONMENT & LEISURE: CLLR STEVE JARVIS

COUNCIL PRIORITY: A BRIGHTER FUTURE TOGETHER

1. EXECUTIVE SUMMARY

1.1 This report seeks the authority to proceed with a Competitive Procedure with Negotiation (CPN) procurement for the Leisure Management contracts which are due to expire in March 2024.

2. RECOMMENDATIONS

2.1 To approve a Competitive Procedure with Negotiation (CPN) procedure for the procurement of the Leisure Management contract.

2.2 To approve the delegation of powers to the Director of Place in consultation with project board, in relation to decisions associated with the development of the procurement strategy.

2.3. To approve letting a 10-year contract with an option to extend by up to 5 years.

2.4 To approve combining the existing three contracts into a single contract, using the nationally recognised Sport England contract format, in order to secure economies of scale and to attract the most interest from the operator market.

2.5 To continue with the principle of the existing contractual shared risk approach to utilities and maintenance.

3. REASONS FOR RECOMMENDATIONS

3.1 Our leisure management contracts expire on 31 March 2024. These recommendations ensure the procurement will be managed effectively to ensure the successful ongoing provision of leisure services in North Herts. The procurement offers an opportunity to review the existing specification and provide a clear policy position on its approach to the future delivery of sport, leisure, physical activity and wellbeing services across the district.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. Other procurement options to Competitive Procedure with Negotiation have been considered, such as competitive dialogue and restrictive tenders, however CPN is the most common procedure used for leisure procurements, allows us some flexibility to test scenarios through the use of variant bids and also is achievable within our timeframes.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. On 1 February 2023, an Active North Herts online survey to residents, schools and sports groups was launched for a period of three weeks. The survey asked people to share information on their sport/physical activity facilities, and the types of opportunities and challenges they experience for children and young people to be active.
- 5.2. The findings will provide a better understanding of the barriers faced by people who wish to be more active and the opportunities to overcome these and help develop the new Active North Herts Strategy. A stakeholder workshop was also held on 3 March with cross party councillors and other partners. The strategic outcomes from the strategy will in turn help inform the procurement objectives and specification.
- 5.3. A project board has been established for consultation on the design of the specification and procurement strategy.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision that was first notified to the public in the Forward Plan on 13 February 2023.

7. BACKGROUND

- 7.1. The Council's current leisure management contracts are made up of three contracts.
- Hitchin - Hitchin Swimming Centre including the Outdoor Pool and Archers Fitness
 - Letchworth - North Herts Leisure Centre, Letchworth Outdoor Pool and Fearnhill Sports Centre
 - Royston - Royston Leisure Centre
- 7.2. Leisure continues to make a positive recovery from the Covid-19 pandemic with activity exceeding recovery forecasts. Current usage data shows that across all three North Herts sites, casual swimming, Aqua Ed, sports halls and clubs are above pre-pandemic levels. However, fitness memberships are slightly behind pre-pandemic levels and overall revenue generated from the leisure centres remains below that achieved prior to the pandemic.
- 7.3. The current leisure contracts are operated by Stevenage Leisure Limited (SLL) and are due to expire on 31 March 2024 and therefore need to be procured.

7.4. The proposed timeline for the procurement of the contract arrangement is shown below.

Workstream	Date
Procurement Strategy	By mid March
Develop Tender Documents	By mid April
Contract Notice	w/c 24 April
Selection Questionnaire Submissions	w/c 22 May
Initial Tender Submissions	w/c 28 August
Negotiation with Bidders	w/c 25 Sept
Revised Tender Submissions	w/c 20 Nov
Evaluation	December
Contract Award	Mid Jan
Mobilisation	Mid Jan – Mar
Contract Start	1 April 24

7.5. The Council is developing a new Active North Herts Strategy which will provide the Council and its stakeholder partners with a clear policy position on its approach to the future delivery of sport, leisure, physical activity and wellbeing services across the district. The outputs from this strategy will feed into the procurement and help define the strategic direction for the service moving forwards. As mentioned in 5.1 and 5.2 above.

7.6. A project was initiated using the council's project management processes and a project board has been set up to oversee the management of the project and consider decisions related to the procurement strategy. The project board includes senior officers and the Executive Member for Environment and Leisure, Cllr Steve Jarvis and Cllr Ian Albert, Executive Member for Finance and IT. The Service Director – Place will act as Project Executive and therefore it is recommended that decisions related to the procurement strategy and service specification be delegated to the Service Director Place, in consultation with the project board.

8. RELEVANT CONSIDERATIONS

8.1 Leisure management contracts are typically 10+ years with the option to extend for a further five years. Longer term contracts can generate a better management fee as operators see the opportunity to grow income streams over a longer period.

- 8.2 In order to secure economies of scale and to attract the most interest from the operator market, it is proposed to use the nationally recognised Sport England contract format to combine these into a single contract document.
- 8.3 CPN is recommended for the procurement because it will provide:
- A clearly defined scope of services
 - A clearly defined services specification, with some aspects for negotiation
 - Flexibility to test different scenarios through variant bids before specifying its final requirements
 - Sufficient time within the programme

CPN is the most commonly used procedure for procuring new leisure contracts and is therefore a familiar and favoured route for operators.

- 8.4 The existing contract takes a shared risk approach to the costs of utilities. The Contractor is responsible for all energy consumption. However, in the event that utility base rates increase greater than inflation, in any single year, the Council will amend the management fee to address this. Due to the volatility of the energy market, contractors are reluctant to adopt a full risk approach to energy costs and may unfavourably price our contract, or not bid on this basis. Therefore, it is recommended to continue with a shared risk approach. Potential options on how this will be calculated will be investigated for the new contract. This may need to include a payment back to the Council if utility rates go down.
- 8.5 The existing contract takes a shared risk approach to the cost of maintenance. The Contractor is liable for the maintenance, repair, replacement or refurbishment, of any single item of equipment up to the value of £7,000. The Council is responsible for any costs in excess of the limit stated. It is recommended that this shared approach to risk is continued for the new contract, however options for how this will be calculated will be considered as part of the development of the procurement documentation.

9. LEGAL IMPLICATIONS

- 9.1. Cabinet TOR states at 5.6.36 that Cabinet may exercise the following function by resolution; *“To determine those procurement matters reserved to Cabinet by the Contract Procurement Rules.”* The Contract Procurement Rules state at 12.4 that *“the approval of Cabinet must be obtained in advance if this method is selected.”*
- 9.2. The proposed Leisure Centre contract falls within the definition of a ‘public services contract’ under the Public Contracts Regulations 2015 (‘PCR 2015’) and is above the procurement threshold for services. As such, the procurement is subject to the full application of the procurement rules under PCR 2015.
- 9.3 It is proposed to use the Competitive Procedure with Negotiation (CPN) for the procurement of the Leisure Centre Contract. The CPN is a specific legislative procurement route set out in the PCR 2015 which allows contracting authorities to negotiate with bidders on various aspects of the procurement.
- 9.4 Use of this procedure is restricted to the circumstances set out in the PCR 2015, namely:
- Where needs cannot be met without adaptation of readily available solutions;
 - Where the works, services or supplies include design or innovative solutions;

- Where the contract cannot be awarded without prior negotiation because of the nature of the requirement, the complexity of its legal and financial make-up or because of its risks;
- Where the technical specifications cannot be established with sufficient precision with reference to particular standards; and
- In the case of where only unacceptable/irregular tenders have been submitted in an open or restricted procedure.

9.5 In order to use the CPN procedure for the procurement of the Leisure Centre Contract, the Council must establish that the procurement of the services falls within one of the grounds above. The justification for use of the CPN procedure is set out in paragraphs 8.1 – 8.5 of this report.

10. FINANCIAL IMPLICATIONS

10.1. Prior to Covid, the Council was receiving an annual management fee from SLL circa £800K. Due to recovery of leisure services not being at pre-pandemic levels and a significant increase in utility costs, there is a risk that the management fee will not meet pre covid levels. Potential options for capital investment in the leisure portfolio which in turn increase the revenue to the council will be tested during the procurement process. This risk has been highlighted in the Council's Medium Term Financial Strategy and Budget reports.

10.2. The Council's capital programme includes significant investment in our leisure facilities. An early part of the contract process is to carry out a condition survey on the leisure centres. This may identify further capital works that are required.

11. RISK IMPLICATIONS

11.1 There is a risk that if the existing three contracts are not merged into one using the Sport England template, that the contract is not considered favourable by the market.

11.2 There is a risk that due to volatility in energy markets that the council will be faced with significant financial liabilities, due to the shared risk approach to utilities. However, this will in part be mitigated by plans to install solar PV and solar thermal technology at the leisure facilities.

11.3 A risk log will be maintained as part of the project 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 direct equality implications from this decision. The Sport England standard contract sets out very clear Equality requirements (schedule 20) which are based on the requirements of the Equality Act 2010.

13. SOCIAL VALUE IMPLICATIONS

- 13.1 As the recommendations in the report relate to a contract above the WTO GPA threshold, Social Value will be included by an evaluation model allocating a percentage weighting for social value. This will result in a sufficiently high consideration of social value at tendering. The percentage weighting will be 10%
- 13.2 The Social Value Portal may be used to qualify and quantify the social value benefits for this procurement if it has been implemented and correlates with the procurement timetable. If it has not, social value considerations will still be incorporated with reference to strategic themes, measures and outcomes, proportionate to this Leisure Management procurement.

14. ENVIRONMENTAL IMPLICATIONS

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

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 A procurement of this size will have considerable resource implications across a range of teams. Meetings and evaluation periods will be planned into diaries well in advance to ensure resource can be appropriately managed, Consultants and specialist lawyers have also been commissioned to assist with the procurement process.
- 15.2 Should TUPE (Transfer of Undertakings Protection of Employment) apply, the TUPE process will be managed in line with current legislation. If other HR issues arise these will be managed under North Herts Councils policies and procedures.

16. APPENDICES

- 16.1 None

17. CONTACT OFFICERS

- 17.1 Sarah Kingsley, Service Director – Place
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- 17.5. Isabelle Alajooz - Legal Commercial Team Manager Deputy Monitoring Officer
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- 17.6. Reuben Ayavoo - Policy and Community Engagement Manager
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17.7. Rebecca Webb - HR Services Manager
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17.8 Rizwan Sarwar - Procurement Officer
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18. BACKGROUND PAPERS

18.1 None

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**OVERVIEW AND SCRUTINY
DATE 9 March 2023**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: REGULATION OF INVESTIGATORY POWERS ACT ('RIPA')
ANNUAL REVIEW**

REPORT OF: LEGAL REGULATORY TEAM MANAGER & DEPUTY MONITORING OFFICER

EXECUTIVE MEMBER: COUNCILLOR ELIZABETH DENNIS-HARBURG

COUNCIL PRIORITY: PEOPLE FIRST / SUSTAINABILITY

1. EXECUTIVE SUMMARY

This Report updates on the Council's current use of RIPA and reports on the annual policy review. It also highlights a potential change required to the Policy, in relation to communications data as set out in recommendation 2.2 and section 8 of the report.

2. RECOMMENDATIONS

- 2.1. That the content of the report be noted by Committee.
- 2.2. That the Committee recommend to Cabinet that the RIPA Policy be amended in light of the Police, Crime Sentencing and Courts Act 2022, as set out in section 8.5.

3. REASONS FOR RECOMMENDATIONS

To comply with best practice guidance and the Committee's terms of reference.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. None

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision that Cabinet would be required to take and was therefore referred to in the Forward Plan on 23 January 2023.

7. BACKGROUND

- 7.1. RIPA regulates the use of certain surveillance powers by public authorities, including: –
 - Directed Surveillance (covert surveillance conducted as part of a specific investigation likely to result in obtaining private information about an individual), –
 - Use of Covert Human Intelligence Sources (CHIS), and
 - Access to communications data (e.g. details of subscribers to telephone numbers or email accounts)
- 7.2. The Council is a very rare user of these powers. However, it is important that it has sufficient oversight of its activities to ensure that any considered use is compliant with the subject's human rights.
- 7.3. The Council is required to have arrangements and a RIPA Policy in place. The current one was last approved by Cabinet in June 2020 (updated together with the Social Media in Investigations Policy), although reviewed annually in 2021 and lastly in January 2022 by the Committee – albeit no changes were recommended.
- 7.4. External Inspections are carried out from time-to-time by the Investigatory Powers Commissioner's Office ('IPCO'), so it is important that all documentation is properly completed and (where relevant) authorised to confirm that it is carried out on a lawful basis. The last inspection was held in April 2020. It will be due for a further review on or around 2023 dependent on the IPCO's inspection scheduling requirements. At the point of writing the report, no further inspection date has been arranged by the IPCO.
- 7.5. Members should note the Council has not used surveillance powers or accessed communications data for some time, lastly noted in **2011**.
- 7.6. The Shared Anti-Fraud Service ('SAFs') does, however, utilise such powers and these are regulated through Herts County Council's processes and attends our officer Corporate Enforcement meetings. Where relevant an officer(s) of Nafn (National Anti-Fraud Network) attends our quarterly corporate enforcement forum meetings and keep our enforcement officers and authorising officers up to date. Training is also provided via that forum by Nafn, in 2020, and by internal officer in 2021. Legal Officers also received training in 2021 and further training is in the process of being arranged for 2023.
- 7.7. Members will also note that in accordance with good practice guidelines Members receive quarterly updates on the use of any powers via the Member Information Service.
- 7.8. In terms of Communications data, the IPA provided an updated framework for lawful acquisition of Communications Data, to include the who, where, what, when and how a Local Authority can obtain communications and Communications Data (Entity and Events Data)
- 7.9. All such applications *must be processed through the Nafn* as the Single Point of Contact (SPoC), who will consider the application prior to submitting this for approval to the Office for Communications Data Authorisations (OCDA). All applications must be approved before Communications Data is acquired. The Investigatory Powers Commissioner oversees the use of the powers. All applications submitted to NAFN are completed via their online portal. The form is available for completion within that workflow system and reflects the current Home Office application form. Nafn does not accept application forms

outside of the workflow system and any application queries go via the Nafn RIPA SPoC. This means there is an experienced person qualify controls and checks any applications considered / made by North Herts Council.

8. RELEVANT CONSIDERATIONS

- 8.1. There are no ongoing authorisations.
- 8.2. The Home Office publishes national Codes of Practice on the use of RIPA powers by public authorities. These help public authorities assess and understand whether and in what circumstances it is appropriate to use covert techniques. The codes also provide guidance on what procedures need to be followed in each case. The Council must have regard to the relevant Code of Practice whenever exercising powers covered by RIPA. The Investigatory Powers Commissioner (IPC) conducts regular inspections of all public authorities to ensure compliance with RIPA, and the Codes of Practice.
- 8.3. Sections 37 to 44 of the Police, crime, Sentencing and Courts Act 2022 (PCSCA) came into force on 8 November 2022. This provides public authorities with a further power to extract (Communications) Data held on electronic devices.
- 8.4. An extraction that has failed to comply with the requirements must be reported to the IPC's office as a relevant error. *However, Members should note the control mechanisms in place as set out in 7.9 above.*
- 8.5. The proposed amendment to the Policy is to section 5 – to insert the following wording:
 - 5.1. ***Sections 37 to 44 of the Police, Crime, Sentencing & Courts Act 2022 (PCSCA) came into force on 8 November 2022. This provides public authorities with a further power to extract data held on electronic devices.***
 - 5.2. ***Before action is taken, there must be a reasonable belief that information stored on the device will be relevant for one of three scenarios and satisfaction that the extraction of the information is necessary and proportionate to achieve the purpose.***
 - 5.3. ***The three scenarios provided under s37(2) are for the purpose of:***
 - (a) ***preventing, detecting, investigating or prosecuting crime;***
 - (b) ***helping to locate a missing person; or***
 - (c) ***protecting a child or an at-risk adult from neglect or physical, mental or emotional harm.***
 - 5.4. ***To ensure any extraction of stored communication under s.37 remains lawful, it is essential that the criteria and procedures set out within the PCSCA and the association Code of Practice are fulfilled.***

5.5. A failure to follow these procedures correctly could result in a s.3 IPA offence (unlawful interception) being committed.

8.6. A copy of the Policy with the proposed amendment is appended

9. LEGAL IMPLICATIONS

9.1. The Regulation of Investigatory Powers Act 2000 (“RIPA”) enables local authorities to carry out certain types of surveillance activity, as long as specified procedures are followed. The information obtained as a result of surveillance operations can be relied upon in court proceedings providing RIPA is complied with. The Investigatory Powers Act 2016 (“IPA”) is the main legislation governing the acquisition of communications data. The information obtained as a result of these acquisitions can also be relied upon in court proceedings providing IPA is complied with. Full details of the RIPA requirements and compliance are set out in the Policy, with relevant documents and guidance document available to relevant officers via the intranet should they consider it necessary to use these powers.

9.2. The Overview and Scrutiny Committee’s Terms of Reference in the Council’s Constitution at paragraph 6.2.7(r) states that it shall be entitled to consider reports relating to the authority’s use of the Regulation of Investigatory Powers Act (2000) (RIPA).

10. FINANCIAL IMPLICATIONS

10.1. There are no financial implications arising from this Report

11. RISK IMPLICATIONS

11.1. It is important that the Council continues to operate in accordance with RIPA to ensure that it is able to effectively manage its reputational risk whilst also exercising its legitimate evidence gathering powers in connection with enforcement activity.

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 contents of this report do not directly impact on equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

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 The officer involvement required to comply with these statutory obligations are factored into service plans and work plans.

16. APPENDICES

16.1 App A RIPA Policy with proposed amendments.

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

18.1 [Extraction of Information from electronic devices: code of practice \(publishing.service.gov.uk\)](http://publishing.service.gov.uk)

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NORTH HERTFORDSHIRE DISTRICT COUNCIL
REGULATION OF INVESTIGATORY POWERS ACT
2000 (RIPA)
POLICY & PROCEDURES



www.north-herts.gov.uk

POWERS ACT 2000
POLICY AND PROCEDURES
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1 INTRODUCTION & BACKGROUND

- 1.1 This Policy is the framework on which the Council applies the provisions of The Regulation of Investigatory Powers Act 2000 (RIPA) as it relates to covert surveillance. It must be read in conjunction with the statutory codes of practice issued by the Secretary of State and any additional guidance provided by Investigatory Powers Commissioner's Office (IPCO) and individual Directorates to deal with the specific issues of their service.
- 1.2 For the avoidance of doubt, all references to the Home Office Codes of Practice relate to the latest versions which were issued in relation to covert surveillance and covert human intelligence sources; and in relation to the acquisition and disclosure of Communications Data. References to the Code of Practice and other relevant Guidance document relate to the latest version which was issued¹.
- 1.3 The Human Rights Act 2000 requires the Council to have respect for the private and family life of citizens. However, in rare cases, it may be lawful, necessary and proportionate for the Council to act covertly in ways that may interfere with an individual's rights.
- 1.4 The rights conferred by Article 8 of the Human Rights Act are qualified, so it is still possible for a public authority to infringe those rights providing the following criteria are satisfied;
- 1.4.1 **It is done in accordance with the law**
- 1.4.2 **It is necessary:** Necessity means that in the particular circumstances of each enquiry there is no reasonably available overt method of obtaining the information that is being sought. This test will have to be applied to each case on its own merits but if there is a reasonable alternative to covert surveillance then the necessity test will probably not be satisfied.
- 1.4.3 **It is proportionate:** Judging proportionality will probably involve three considerations.
- Is the proposed method of surveillance excessive in relation to the seriousness of the matter that is being investigated? Is it proportional to the mischief under investigation?
 - Is there a reasonable available alternative method of investigation that would be less intrusive of privacy rights? i.e. It is the only option, other overt means having been considered and discounted.
 - Can collateral intrusion be avoided, and is the surveillance proportional to the degree of anticipated intrusion on the target and others? In addition to the subject there may be a possibility that the privacy rights of a third party may be infringed during surveillance.
- 1.5 It is possible that unauthorised surveillance will be a breach of a person's right to privacy under Article 8. Even if surveillance without due authorisation

¹ Home Office – Communications Data Code of Practice 2018

in a particular instance is not illegal, if authorisation is not obtained, the surveillance carried out will not have the protection that RIPA affords.

- 1.6 If the correct procedures are not followed:
- The authorisation will not take effect as it will not be approved by the Magistrates Court if there are not reasonable grounds
 - Court proceedings that rely upon the information obtained by surveillance may be undermined
 - A complaint of maladministration may be made to the Ombudsman
 - The Council could be the subject of an adverse report by the Investigatory Powers Commissioner's Office
 - A claim could be made leading to the payment of compensation by the Council
- 1.7 Through the application of authorisation procedures and Magistrates Court approval RIPA ensures that a balance is maintained between the public interest and the human rights of individuals.
- 1.8 RIPA does not;
- Make unlawful anything that is otherwise lawful
 - Impose any new statutory duties (N.B. but see paragraphs 1.5 –1.7 on the possible consequences of non compliance)
 - Prejudice or disapply any existing powers available to the Council to obtain information by any means not involving conduct that is governed by RIPA. (For example, it does not affect the Council's current powers to obtain information from the DVLA or the Land Registry).
- 1.9 If the RIPA procedures are followed correctly the conduct of an investigation will be deemed lawful for all purposes (section 27 RIPA). This protection extends to criminal and civil proceedings, and a complaint to either the Local Government Ombudsman or the Investigatory Powers Tribunal. It therefore provides protection both for the Council and any officer who may have been involved in an investigation.
- 1.10 It is important to note that the legislation does not only affect directly employed Council staff. Where external agencies are working for North Hertfordshire District Council, carrying out the Authority's statutory functions, the Authority remains liable for compliance with its duties. It is essential that all external agencies comply with the regulations, as they are contractually obliged to do so. Therefore, work carried out by agencies on the Council's behalf should be properly authorised by one of the Council's designated Authorising Officers and requires Magistrates Court approval for applications and renewals. Authorisation for surveillance should not be sought on behalf of another statutory or other organisation or agency. The advice of the Senior Responsible Officer ('SRO') should be sought in the event of uncertainty.
- 1.11 Applications to the Magistrates' Court for approval of an authorisation must be made in accordance with the requirements of the Court.
- 1.12 The use of the powers conferred by RIPA is subject to scrutiny by the Investigatory Powers Commissioner's Office, which carries out periodic

inspections of the Council's practices and procedures. Furthermore, RIPA also provides for the establishment of a Tribunal to determine complaints about the use of RIPA powers. It is therefore essential that surveillance is always carried out in compliance with RIPA, the policies and codes of practice referred to in this document and any advice or guidance that may be issued from time to time by the Service Director: Legal and Community.

1.13 RIPA provides a means of authorising certain acts of covert surveillance for a variety of purposes. To fully understand the effects of RIPA, it is essential to understand the various types of activity that are covered, and those that are not permitted, and the purposes that will justify surveillance.

1.14 The provisions of RIPA that apply to Local Authorities provide a regulatory framework that permits;

- **The use of Directed Surveillance (Part 3)**
- **The Use of Covert Human Intelligence Sources (Part 4)**
- **The Acquisition and Disclosure of Communications Data (Part 5)**

2. SURVEILLANCE

2.1 Local Authorities and the Police are permitted under RIPA to carry out covert directed surveillance and to use covert human intelligence sources the definitions for each being as follows;

2.2 **“Surveillance”** includes:

- Monitoring, observing, listening to persons, watching or following their movements, listening to their conversations or their other activities or communications;
- Recording anything monitored, observed or listened to in the course of surveillance; and
- Surveillance by, or with, the assistance of a surveillance device, which will include cameras, video, and listening or recording devices.

Surveillance can be either **overt** or **covert**.

2.3 Overt Surveillance

2.3.1 Most of the surveillance undertaken by the Council will be done overtly – there will be nothing secretive, clandestine or hidden about it. In many cases officers will be going about Council business openly (e.g. a routine inspection by an Environmental Health Officer) or will have notified the subject of the investigation that they are likely to be under surveillance. In the latter case officers need to be particularly alert to the possibility that the proposed surveillance may entail collateral intrusion into the lives and activities of persons other than the subject of the investigation (e.g. a visitor to premises). If there is the slightest possibility of collateral intrusion a RIPA authorisation should be obtained before any surveillance is carried out.

2.3.2 Surveillance will be overt if the subject has been told it will happen. This will be the case where a noisemaker is warned that recordings will be made if the

noise continues; or where an entertainment licence is issued subject to conditions, and the licensee is told that officers may visit without notice or without identifying themselves to the owner/proprietor to check that the conditions are being met. Such warnings should be given to the person concerned in writing.

- 2.3.3 Overt surveillance does not require any authorisation under RIPA. Neither does low-level surveillance consisting of general observations in the course of law enforcement (for example, an officer visiting a site to check whether a criminal offence had been committed). Repeated visits may amount to systematic surveillance however, and require authorisation: if in doubt, advice should be sought from the RIPA Monitoring Officer or the Senior Responsible Officer
- 2.3.4 Home Office guidance also suggests that the use of equipment such as binoculars or cameras, to reinforce normal sensory perception by enforcement officers as part of general observation does not need to be regulated by RIPA, if the systematic surveillance of an individual is not involved. However, if binoculars or cameras are used in relation to anything taking place on any residential premises, or in any private vehicle, the surveillance can be intrusive even if the use is only fleeting. Any such surveillance will be intrusive “if it consistently provides information of the same quality as might be expected to be obtained from a device actually present on the premises or in the vehicle”. The quality of the image obtained rather than the duration of the observation is what is determinative. It should be remembered that the council is not permitted to undertake intrusive surveillance.
- 2.3.5 Use of body worn cameras should be overt. Badges should be worn by officers stating body cameras are in use and it should be announced that recording is taking place. In addition, cameras should only be switched on when recording is necessary – for example, when issuing parking tickets.

2.4 Covert Surveillance

Covert surveillance is covert where it is ‘carried out in a manner **calculated** to ensure that the person or persons subject to the surveillance are unaware that it is or may be taking place’.

RIPA requires the authorisation of two types of covert surveillance (directed surveillance and intrusive surveillance) plus the use of covert human intelligence sources (CHIS) or acquisition of Communications Data.

2.5 Covert Human Intelligence Source (CHIS)

- 2.5.1 A person is a covert human intelligence source if that person ‘establishes or maintains a personal or other relationship with a person for the covert purpose of obtaining information or providing access to any information to another person, or they covertly disclose information obtained by the use of such a relationship’. Covert in this context means that it is calculated that the subject should be unaware of the purpose of the relationship.

A member of the public who volunteers information to the Council is not a covert human intelligence source.

- 2.5.2 The conduct or use of CHIS must be authorised in accordance with RIPA.

Conduct of a CHIS. This is establishing or maintaining a personal or other relationship with a person for the covert purpose of (or is incidental to) obtaining or passing on information.

Use of a CHIS. This includes inducing, asking or assisting a person to engage in the conduct of a source or to obtain information by means of the conduct of such a source.

The use of a juvenile CHIS may only be authorised for four months at a time.

2.5.3 Members of the public who report allegations of anti social behaviour and are asked to keep a note of incidents will not normally be CHIS as they are not usually required to establish or maintain a covert relationship.

2.5.4 Noise

Persons who complain about excessive noise, and are asked to keep a noise diary, will not normally be a CHIS, as they are not required to establish or maintain a relationship for a covert purpose. Recording the level of noise (e.g. the decibel level) will not normally capture private information (if non-verbal noise such as music, machinery or an alarm), and therefore does not require authorisation. Recording sound with a DAT recorder or similar, could constitute covert surveillance, although if it can be heard from the street outside, may (as per the Code of Practice²) be regarded as having forfeited any claim to privacy. The easiest option is for this to be under taken overtly – for example it will be possible to record sound if the noisemaker is warned that this will occur if the level of noise continues.

2.5.5 Test Purchases

Carrying out test purchases will not normally require the purchaser to establish a relationship with the supplier with the covert purpose of obtaining information, and therefore the purchaser will not normally be a CHIS. For example, authorisation would not normally be required for test purchases carried out in the ordinary course of business (e.g. walking into a shop and purchasing a product over the counter). By contrast, developing a relationship with a person in the shop, to obtain information about the seller's suppliers of an illegal product e.g. illegally imported wild meat, or using covert recording equipment is likely to require authorisation as a CHIS. Similarly, using hidden recording devices to record what is going on in the shop (e.g. a hidden CCTV Camera) may require authorisation as directed surveillance. A combined authorisation can be provided if a CHIS is carrying out directed surveillance.

2.5.6 **Note 251 of the OSC's 2016 Procedures & Guidance document states:**
251. A local authority may prefer to seek the assistance of the police or another public authority to manage its CHIS. In such a case a written protocol between the parties should be produced in order to ensure that an identified CHIS is properly managed (see CHIS Code of Practice 6.12). In the absence of such an agreement the local authority must be capable of fulfilling its statutory responsibilities.

2.6 Directed surveillance

² 3.40

Directed Surveillance is surveillance that is:

- covert but not intrusive surveillance; (see paragraph 3.2)
- undertaken for the purpose of a specific investigation or operation carried out in such a manner as is likely to result in the obtaining of private information about a person (whether one specifically identified for the purposes of the investigation or operation) and
- not carried out as an immediate response to events which would otherwise make seeking authorisation under RIPA unreasonable (e.g. spotting something suspicious and continuing to observe it).

2.7 Surveillance by way of an immediate response to events or circumstances where it would not be 'reasonably practicable' for an authorisation to be sought is not included within the provisions of RIPA.

2.8 **Private Information**

This phrase is defined in RIPA section 26(10) as including any information relating to a person's private or family life. The European Court of Human Rights has considered this definition and has found that private life is a broad term not susceptible to exhaustive definition. Aspects such as gender identification, name, sexual orientation and sexual life are important elements of the personal sphere protected by Article 8. The Article also protects a right to identity and personal development and the right to establish and develop relationships with other human beings and the outside world and it may include activities of a professional or business nature. There is therefore a zone of interaction of a person with others even in a public context, which may fall within the scope of "private life".

The fact that covert surveillance occurs in a public place or on business premises does not necessarily mean that it cannot result in the acquisition of private information about a person. Prolonged surveillance targeted on a single person will undoubtedly result in the obtaining of private information about them and others that they come into contact with or with whom they associate. Similarly, although the overt use of CCTV cameras does not normally require authorisation, if the camera is used for a particular purpose that involves the prolonged surveillance of a particular person, a RIPA authorisation will be required.

3 **EXCLUSIONS**

3.1 There are some instances where surveillance is not permissible in any circumstances:

3.2 **Intrusive Surveillance**

RIPA provides that the Council **cannot** authorise intrusive surveillance. This is covert surveillance carried out in relation to anything taking place on residential premises or in any private vehicle, whether by way of a person or device.

It will also be intrusive surveillance where a device placed outside consistently provides information of the same or equivalent quality and detail, as might be expected if it were in the premises or vehicle

Residential premises are any part of premises occupied for residential purposes or living accommodation, including hotel rooms or prison cells. However, it does not include common areas in blocks of flats and similar premises.

Private vehicle is a vehicle used primarily for private purposes by the owner or person entitled to use it.

Only the police or other law enforcement agencies are permitted to employ intrusive surveillance. Likewise, the council has no statutory powers to interfere with private property.

3.3 Use of Children to gather information about parent/ guardian

Authorisation may not be granted for the conduct or use of a source under the age of sixteen where it is intended that the purpose is to obtain information about their parent or any person who has parental responsibility for them.

3.4 Vulnerable Individuals

A vulnerable individual is a person who is, or may be, in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of themselves, or unable to protect themselves against significant harm or exploitation. Where it is known or suspected that an individual may be vulnerable they will only be authorised as a CHIS in the most exceptional of circumstances.

4 GROUNDS FOR SURVEILLANCE

4.1 Amendments to the Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 ("the 2010 Order") mean that a local authority can now only grant an authorisation under RIPA for the use of Directed Surveillance where the local authority is investigating criminal offences which attract a custodial sentence of a maximum term of at least 6 months' imprisonment, or criminal offences relating to the underage sale of alcohol or tobacco under sections 146, 147 or 147A of the Licensing Act 2003 or section 7 of the Children and Young Persons Act 1933.

4.2 Even if the person granting the authorisation believes that the authorisation is necessary, they must also be satisfied that the authorised activity is proportionate to what is sought to be achieved by it. This requires the Authorising Officer to balance the need for surveillance with the level of intrusion into any person's privacy.

4.3 Consideration should be given to collateral intrusion, which is interference with the privacy of persons other than the subject(s) of the surveillance. Such collateral intrusion or interference would be a matter of greater concern in cases where there are special sensitivities, for example in cases of premises used by lawyers or for any form of medical or professional counselling or therapy.

4.4 Confidential information

Careful consideration is also needed when there is a risk of obtaining confidential information.

The Covert Surveillance and Property Interference³ defines this as:

“information held in confidence concerning an individual (whether living or dead) who can be identified from it, and the material in question relates to his or her physical or mental health or to spiritual counselling. Such information can include both oral and written communications. Such information as described above is held in confidence if it is held subject to an express or implied undertaking to hold it in confidence or it is subject to a restriction on disclosure or any legal obligation of confidentiality. For example, confidential personal information might include consultations between a health professional and a patient, or information from a patient’s medical records”.

In cases where it is likely that confidential information will be acquired the authorisation must be granted by the Head of the Paid⁴ Service (or in their absence by an authorised Chief Officer).

- 4.5 An application for an authorisation must include a full assessment of the risk of any collateral intrusion or interference so that the Authorising Officer can consider this.
- 4.6 Authorising Officers must always consider the need for surveillance or CHIS and balance this against an individual’s right to privacy under the Human Rights Act 1998. An officer seeking an authorisation should always be able to justify why it is necessary and why other, less intrusive, forms of investigation are unsuitable or have previously been tried without success and thus the matter has escalated to the requirement for covert surveillance.

5 ACQUISITION AND DISCLOSURE OF COMMUNICATIONS DATA

- 5.1. The Investigatory Powers Act 2016 (‘IPA’) provided an updated framework for lawful acquisition of Communications Data, include the who, where, what, when and how a Local Authority can obtain communications and Communications Data. The IPA sets out the three powers, under sections 60A, 61 and 61A, which can be used to authorise the acquisition of Communications Data (CD), dependent on the statutory purpose and urgency. Only section 60A is relevant to local authorities, although a number of new offences would also apply in terms of unlawful acquisition and disclosure of Communications Data⁵.
- 5.2. Public Authorities can only apply if this is for ‘the applicable crime purpose’. This means the data has to be wholly or partly Events data, the purpose of preventing or detecting serious crime; or in any other case, the purpose of preventing or detecting crime or of preventing disorder.
- 5.3. The types of Communications Data that Local Authorities’ can access are Entity and Events Data, which are defined as:

³ 2018 @ para 9.29.

⁴ Where any relevant legislation and or codes of practice refers to the Chief Executive, for interpretation purposes this is deemed to be the person who holds the role of Head of Paid Service or their Deputy.

⁵ Sections 11 & 82 IPA 2016

- **Entity Data:** means any data which is about —
 - (a) (i) an entity, (ii) an association between a telecommunications service and an entity, or (iii) an association between any part of a telecommunication system and an entity,
 - (b) consists of, or includes, data which identifies or describes the entity (whether or not by reference to the entity's location) and is not events data.
- **Events Data:** any data which identifies or describes an event (whether or not by reference to its location) on, in or by means of a telecommunication system where the event consists of one or more entities engaging in a specific activity at a specific time. Where the purpose of the acquisition is to prevent or detect crime, and the data required is events data, the offence or conduct of the offence being investigated must meet at least one of the definitions of serious crime⁶.

5.4. The IPA has also removed the necessity for local authorities to seek Magistrates or Justice of the Peace approval to acquire Communications Data. All such applications must now be processed through the National Anti-Fraud Network (NAFN), who will consider the application prior to submitting this for approval to the Office for Communications Data Authorisations ('OCDA'). All applications must be approved before Communications Data is acquired. The Investigatory Powers Commissioner oversees the use of the powers (who with Judicial Commissioners have a role to approve authorisations to identify or confirm the identity of a journalist's source). The application process has otherwise been made more efficient through the ability to submit these electronically⁷.

5.5. Sections 37 to 44 of the Police, Crime, Sentencing & Courts Act 2022 (PCSCA) came into force on 8 November 2022. This provides public authorities with a further power to extract data held on electronic devices.

5.6. Before action is taken, there must be a reasonable belief that information stored on the device will be relevant for one of three scenarios and satisfaction that the extraction of the information is necessary and proportionate to achieve the purpose.

5.7. The three scenarios provided under s37(2) are for the purpose of:

- (a) preventing, detecting, investigating or prosecuting crime;
- (b) helping to locate a missing person; or
- (c) protecting a child or an at-risk adult from neglect or physical, mental or emotional harm.

5.8. To ensure any extraction of stored communication under s.37 remains lawful, it is essential that the criteria and procedures set out within the PCSCA and the association Code of Practice are fulfilled.

⁶ Section 86(2A) of the Act this means: an offence for which an adult is capable of being sentenced to one year or more in prison; any offence involving violence, resulting in substantial financial gain or involving conduct by a large group of persons in pursuit of a common goal; any offence committed by a body corporate; any offence which involves the sending of a communication or a breach of privacy; or an offence which involves, as an integral part of it, or the sending of a communication or breach of a person's privacy

⁷ See local authority procedures set out in paragraphs 8.1 to 8.7 of the Communications Data Code of Practice.

- 5.9. A failure to follow these procedures correctly could result in a s.3 IPA offence (unlawful interception) being committed.

6. PROCEDURE TO OBTAIN A RIPA AUTHORISATION

- 6.1 Directed surveillance, the use of CHIS must be lawfully carried out in strict accordance with the terms of the relevant authorisation and Magistrates Court approval.
- 6.2 The Council will only very occasionally make use of CHIS so the applicant officer should consult the Senior Responsible Officer before making an application for a CHIS authorisation in order to ensure that the current statutory requirements and best practice are being observed.
- 6.3 Applications for Communications Data is as indicated above via NAFN.
- 6.4 All applications for authorisation must be sought and granted *before* any surveillance activity takes place. The decision whether or not to authorise an application must not be taken with the benefit of hindsight. This should be borne in mind when submitting an application to the Magistrates' Court under Paragraph 7 below.

6.5 Making the Application

Before making an application for an authorisation the requesting officer must;

- read this policy document
- determine whether the activity that they are proposing to conduct involves directed surveillance or the use of a CHIS
- assess whether the activity will be in accordance with the law – is it governed by RIPA
- assess whether the activity is necessary and why
- assess whether the activity is proportionate.

If the activity could be conducted overtly or if a less intrusive option is available and practical use that option in preference to a RIPA authorisation.

- 6.6 The application form once completed by the applicant officer, must be submitted to an Authorising Officer, together with a health and safety risk assessment that should cover any potential risks to Council officers, or third parties, including members of the public.
- 6.7 The persons entitled to grant authorisations are designated in the Schedule of Authorising Officers, which is kept by the Senior Responsible Officer and is accessible on the Council's Intranet
- 6.8 The Authorising Officer should note:
- the date and time of grant or refusal;
 - the reasons for that decision;

- the exact date on which the authorisation will be reviewed.

6.9 An application must describe:

- any conduct to be authorised;
- the purpose of the investigation and how long the situation has existed;
- why it is necessary;
- why it is proportionate;
- the intended subjects, if known;
- the intended product that the surveillance will provide;
- any potential collateral intrusion and the justification for this;
- details of any confidential information that may be obtained;

6.10 The Application Forms

6.10.1 The Home Office has published standard forms for the use by local authorities. These have been adopted by the Council and can be accessed through the Intranet under *Corporate – Forms - RIPA*. Every box in the application form must be completed or marked n/a where it is not appropriate.

6.10.2 Each operation/ investigation must be allocated a unique reference number (URN). This will be the next number in sequence taken from the Central RIPA Log, as identified by the Authorising Officer and should be entered on the form.

7. MAGISTRATES' COURT APPROVAL

7.1 All RIPA authorisations (other than Communications Data) will require Magistrates' Court approval in the form of an order to take effect. The court must be satisfied that reasonable grounds exist in relation to the authorisation. The Home Office issued guidance to all Magistrates' Courts in England and Wales for a local authority application seeking an order approving the grant or renewal of a RIPA authorisation or notice⁸.

7.2 Legal Services must be consulted on the form and content of the application to the Magistrates' Court for approval.

7.3 The types of offences for which RIPA authorisation can be obtained by the Council are outlined under section 4 above.

8 DURATION OF AUTHORISATIONS

8.1 It is no longer possible for urgent authorisations to be given orally. However, a Magistrate may consider an authorisation out of hours in exceptional circumstances.

8.2 Directed surveillance authorisations will cease to have effect (unless renewed) at the end of a period of three months beginning with the day on which it took effect. 8.3 Three months' is deemed for the purpose of this guidance to mean three calendar months/twelve weeks from the date of approval by the magistrate.

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/118174/magistrates-courts-eng-wales.pdf

8.4 Authorisations for the conduct or the use of covert human intelligence sources will last for up to 12 months, beginning with the day on which the grant or renewal takes effect.

8.5 Authorisations relating to Communications Data last 1 month.

8.6 **Review**

8.6.1 The Authorising Officer must review Directed Surveillance authorisations frequently, at least monthly. The frequency of mid term reviews should be risk assessed based on the nature of the operation. If this is a CHIS authorisation, then ordinarily this would be every 3-4 months⁹;

8.6.2 RIPA application forms must be reviewed on or before the expiry date of the authorisation which will be the date stated in the application form. When a RIPA authorisation is reviewed the appropriate form should be completed and record:

- the date and time of that review
- confirmation as to whether the surveillance is to continue or not
- the reasons for that decision

8.7 **Renewal**

8.7.1 If at any time before an authorisation would cease to have effect, it is necessary for the authorisation to continue for the purpose for which it was given, it may be renewed in writing for a further period of 3 calendar months, beginning with the day when the original authorisation would have expired. Magistrates Court approval is required before a renewal takes effect.

8.7.2 The Authorising Officer must consider the matter afresh, including taking into account the benefits of the surveillance to date and any collateral intrusion that has occurred.

8.7.3 Authorisations may be renewed more than once, provided they continue to meet the criteria for authorisation and are approved by the Magistrates' Court.

8.7.4 Prior to renewal of an authorisation for the use or conduct of a covert human intelligence source, there must be a full review of the use made of that source, the tasks given to that source and the information so obtained.

8.8 **Cancellation**

8.8.1 The Authorising Officer must cancel an authorisation if they become satisfied that the surveillance is no longer required or appropriate.

8.8.2 Authorisations should not be allowed simply to lapse. The matter should be referred to an Authorising Officer via the same process as for the initial application and a form of cancellation must be completed:

- if the necessary evidence has been obtained; or
- it is decided at any time that the surveillance is unlikely to produce the evidence sought, then.

⁹ IPCO inspection 2020.

- 8.8.3 The Authorising Officer must then cancel the Application without delay. When cancelling the authorisation, the Authorising Officer is required to consider whether the surveillance was effective, necessary and met its objectives. Cancellations must be made using the cancellation form and should briefly detail what product(s) resulted from the surveillance.
- 8.8.4 When cancelling an authorisation, the Authorising Officer must ascertain what recorded material has been obtained using directed surveillance. The Authorising Officer should comment on the recorded material and how it is to be managed or used thereafter. If the matter is not proceeding to a prosecution, the Authorising Officer must be satisfied that any recorded material has been securely destroyed.

9 AUTHORISING OFFICERS

- 9.1 Authorisations may only be given by the Authorising Officers listed in Appendix B. Only the Head of Paid Service can authorise the use of a CHIS, or the acquisition of confidential information.
- 9.2 Applications for the acquisition of Communications Data can only be issued by a Home Office accredited single point of contact (SPoC). The Council has two SPoCs, Service Director: Customers and the Investigations Manager.
- 9.3 NAFN provides a SPoC service to local authorities. Local authorities using the NAFN SPoC service will still be responsible for scrutinising the application for Communications Data prior to contacting NAFN.

9.4 Determining an Application

The applicant officer must complete the application form in its entirety.

Authorisation under RIPA is quite separate from delegated authority to act under the Council's Scheme of Delegation. **RIPA authorisations are for specific investigations only and must be cancelled or renewed once the specific surveillance is complete, or about to expire.**

The Authorising Officer should not just "sign off" an authorisation, they must give **personal consideration** to the necessity and proportionality of the proposed action prior to applying to the Magistrates Court for approval and must personally ensure that the surveillance is reviewed and cancelled.

Any rejected applications must be entered into the RIPA log held by the Service Director: Legal and Community.

- 9.5 In the case of applications for authority to carry out **directed surveillance** the Authorising Officer should:
- consider the relevant Codes of Practice
 - consider whether the specific operation or investigation has been adequately described
 - be satisfied as to the reasons for the application¹⁰ (see 4.1 for grounds).

¹⁰ S.I. 2010/521, see article 7A

- be satisfied that the directed surveillance is **necessary** in the circumstances of the particular case.
- be satisfied that the surveillance is **proportionate** to the stated purpose and objectives
- be satisfied that the possibility of collateral intrusion has been avoided or minimised
- consider the likelihood of confidential information being acquired
- check that an appropriate review period has been listed on the application form.

If there is an alternative practicable means of carrying out the surveillance, which is less intrusive, then the surveillance is neither necessary nor proportionate and should not be authorised. The least intrusive method should be used

Additional Factors when Authorising a CHIS

In addition, when authorising the conduct or use of a CHIS the Authorising Officer must

- be satisfied that the **conduct** and/or **use** of the CHIS is proportionate to what is sought to be achieved.
- be satisfied that **appropriate arrangements** are in place for the management and oversight of the CHIS.
- consider the likely degree of intrusion of all those potentially effected.
- consider any adverse impact on community confidence that may result from the use or conduct, or the information obtained.
- ensure **records** contain statutory particulars and are not available except on a need to know basis.
- ensure that authorisations relating to the use of a juvenile CHIS are only for four months at a time.
- be satisfied that a full risk assessment has been undertaken.

9.6 The role of Senior Responsible Officer (SRO) is undertaken by the Service Director: Legal and Community. The role of RIPA Co-ordinating Officer is undertaken by the Service Director's PA.

The SRO is responsible for:

- the integrity of the process in place within the public authority for the management of CHIS and Directed Surveillance;
- compliance with Part 2 of the Act and with the Codes;

- oversight of the reporting of errors to the relevant oversight Commissioner and the identification of both the cause(s) of errors and the implementation of processes to minimise repetition of errors;
 - engagement with the IPCO inspectors when they conduct their inspections, where applicable; and
 - where necessary, oversight of the implementation of post-inspection action plans approved by the relevant oversight Commissioner.
- 9.7 The role of CHIS Handler will be allocated to either one of the Service Director: Place, Service Director: Customers, or Service Director: Regulatory, depending which directorate is using the CHIS. The CHIS Controller will be allocated to one of the other two heads of service by the Head of Paid Service.

The CHIS Handler is responsible for:

- dealing with the CHIS on behalf of the Council;
- directing the day to day activities of the CHIS;
- recording the information supplied by the CHIS; and
- monitoring the CHIS's security and welfare.

The CHIS Controller is responsible for management and supervision of the CHIS Handler, and general oversight of the use of CHIS.

10. WORKING WITH / THROUGH OTHER AGENCIES

- 10.1 The Council may work in conjunction with other agencies to carry out covert surveillance and to use CHIS's, eg police, DWP, Inland Revenue (but does not include RSLs). It is not necessary for each party to complete its own form of authorisation, and the Council can rely upon a duly authorised form completed by another agency providing that the Authorising Officer is made aware and it has been approved by the Magistrates' Court if required. If another agency chooses to rely on a RIPA authorisation from this Council the Authorising Officer must be made aware.
- 10.2 A copy of another agency's authorisation should be obtained, and copies kept in the same manner as an authorisation granted by the Council. Officers should also ensure that review and renewal dates are noted and that copies of the appropriate forms are also obtained and kept appropriately.
- 10.3 In the event that a member of staff has concerns that an authorisation, Magistrates' Court approval, review, or renewal completed by a partner agency does not comply with the law, codes of practice, or agreed arrangements for surveillance, they should refer the matter to an Authorising Officer of the Council for further action as necessary.
- 10.4 When another agency (e.g. the Police, Inland Revenue etc), wish to use the Council's premises or facilities (other than CCTV) for their own RIPA action, officers should normally co-operate unless there are good operational or management reasons as to why the Council's facilities should not be used for the agency's activities. Suitable insurance or other indemnities may be

sought from the agency in return for the Council's co-operation. In such cases the Council's RIPA forms should not be used if it is merely assisting and is not actually involved in the RIPA activity.

11. RECORD MANAGEMENT

11.1 The Council must keep a detailed record of all authorisations, Magistrates' Court approvals, reviews, renewals, and cancellations. Copies of all authorisations, Magistrates' Court approvals, records of oral authorisations, reviews, renewals, cancellations and refusals must be kept in a central register held by an Authorised Officer. In addition, all original authorisations, records of oral authorisations, Magistrates' Court approvals, reviews, renewals, cancellations, refusals and other relevant documents must be sent to the RIPA Co-ordinating Officer, who maintains the central RIPA log (record of authorisations and rejections).

11.2 All information obtained during directed surveillance should be recorded in a surveillance log. This should be in a format that gives an accurate and suitably detailed account of the events observed and conversations heard at particular times.

11.3 Copies of all authorisations, records of oral authorisations, Magistrates' Court approvals, reviews, renewals, cancellations and refusals should be kept for a period of 6 years after the conclusion of any Court proceedings arising for which the surveillance or use of the CHIS was relevant. If it is believed that the records could be relevant to pending or future criminal proceedings, the officer in charge of the investigation shall confirm that they should be retained for a suitable further period, subject to any subsequent review, prior to the expiry of the five-year period. This decision must be notified to the Service Director: Legal and Community.

11.4 Records maintained in the Directorates and Centrally

11.4.1 Generally, all material (in whatever media) produced or obtained during the course of investigations subject to RIPA authorisation (whether authorised or not), should be processed, stored and destroyed in accordance with the requirements of the Data Protection Act 2018, General Data Protection Regulation (GDPR) (EU) 2016/679, the Freedom of Information Act 2000 and any other legal requirements, including those of confidentiality and the Council's policies and procedures regarding document retention. The following paragraphs give guidance on some specific situations, but advice should be sought from the Service Director: Legal and Community, or the Data Protection and Freedom of Information Officer where appropriate. All documents must be retained securely, and electronic copies of documents must be password protected.

11.4.2 Copies of the following documents must be retained securely in the departments. Original documents must be sent to the Senior Responsible Officer within 5 working days. They should be submitted in a sealed envelope marked "Confidential RIPA forms".

- The application and the authorisation together with any supplementary documentation and notification of the approval given by the Authorising Officer;
- The application to the Magistrates' Court and any relevant approval/court order;

- A record of the period over which the surveillance has taken place;
- The frequency of reviews prescribed by the Authorising Officer;
- A record of the result of each review of the authorisation;
- Any renewal of an authorisation, together with the supporting documentation submitted when the renewal was requested and Magistrates' Court approval;
- The date and time when any instruction was given by the Authorising Officer.
- An electronic log is maintained centrally on a restricted public folder within G/drive. The Log is kept in a password-protected Excel spreadsheet, located in drive G/RIPA 2000/ RIPA Log. Only Authorising Officers can view it.
- The Council shall retain records for a period of at least 6 years from the ending of the authorisation. The Investigatory Powers Commissioner's Office (IPCO) can review the Council's policies and procedures and individual authorisations. The IPCO usually provide notice before an inspection but can arrive unannounced.

Copies of authorisations, renewals and cancellations are discoverable in legal proceedings. If proper records are not maintained, evidence gathered may be inadmissible.

11.5 Records Relating to the CHIS

11.5.1 All information obtained by the CHIS and by the officer responsible for recording the use of the CHIS should be recorded by means of a daily log. This should be in a format that gives an accurate and suitably detailed account of the events observed and conversations heard at particular times.

11.5.2 All information recorded in respect of authorisations, surveillance or the use of CHIS must only be disclosed for the purposes for which it was gathered at the time or for use in any future civil or criminal proceedings brought by or against the Council.

11.5.3 Records which reveal the name(s) of the CHIS should only be disclosed to persons to the extent that there is a need for access to them; if legally necessary; or if ordered by any Court.

11.5.4 When it is intended to employ a CHIS a record must be kept that records all the detail specified in Appendix 2. The officer in charge of maintaining a record of the use of each CHIS should record all these details. The way these records are kept is designed to try to keep the CHIS safe from discovery by the subjects and safe from any harm which could result from their disclosure and also to keep in the open any money or other benefits paid to a CHIS who is not an employee officer of an authorising body.

12. RECORDED MATERIAL OBTAINED DURING INVESTIGATIONS

12.1 Where recorded material (in any form or media) is obtained during the course of an investigation which might be relevant to that investigation, or another investigation, or to pending or future civil or criminal proceedings, then it should **not** be destroyed, but retained in accordance with the requirements of the Data Protection Act 2018, General Data Protection Regulation (GDPR) (EU) 2016/679, the Freedom of Information Act 2000, and any other legal

requirements, including those of confidentiality, and the Council's policies and procedures regarding document retention. Advice should be sought from the Senior Responsible Officer or the Information and Records Manager.

12.2 Where recorded material is obtained, which is not related to a criminal or other investigation or to any person who is the subject of the investigation, and there is no reason to suspect that it will be relevant to any future civil or criminal proceedings, it should be destroyed immediately.

12.3 Recorded Material obtained in the course of an investigation may be used in connection with investigations other than the one that the relevant authorisation was issued for. However, the use or disclosure of such material outside the Council, unless directed by any court order, should only be considered in exceptional circumstances and in accordance with advice from the Senior Responsible Officer.

12.4 Where recorded material obtained is of a confidential nature, then the following additional precautions should be taken:

- Confidential recorded material should not be retained or copied unless it is necessary for a specified purpose;
- Confidential recorded material should only be disseminated in accordance with legal advice that it is necessary to do so for a specific purpose;
- Confidential recorded material which is retained should be marked with a warning of its confidential nature. Safeguards should be put in place to ensure that such recorded material does not come into the possession of any person where to do so might prejudice the outcome of any civil or criminal proceedings;
- Confidential recorded material should be destroyed as soon possible after it is used for the specified purpose.
- Confidential recorded material should be made available for the IPCO at the time of any Inspection.

12.5 If there is any doubt as to whether material is of a confidential nature, advice should be sought from the Senior Responsible Officer.

12.6 The Authorising Officer must ascertain what material has been obtained by the use of directed surveillance. The Authorising Officer should comment on the material and how it is to be managed or used thereafter. If the matter is not proceeding to a prosecution, the Authorising Officer must be satisfied that any material has been securely destroyed.

13. SOCIAL NETWORKING SITES

13.1 Where privacy settings are available but not applied the data available on Social Networking Sites may be considered 'open source' and an authorisation is not usually required.

13.2 Repeat viewing of 'open source' sites, however, may constitute directed surveillance on a case by case basis and this should be borne in mind e.g. if someone is being monitored through, for example, their Facebook profile for a period of time and a record of the information is kept for later analysis, this is likely to require a RIPA authorisation for directed surveillance.

- 13.3 To avoid the potential for inadvertent or inappropriate use of social network sites in investigative and enforcement roles, Council Officers should be mindful of any relevant guidance and the Council's separate policy regarding the use of Social Networking Sites: Conduct of Investigations.
- 13.4 The Home Office Revised Code of Practice on Covert Surveillance and Property Interference, published in August 2018, provides the following guidance in relation to online covert activity:

'The growth of the internet, and the extent of the information that is now available online, presents new opportunities for public authorities to view or gather information which may assist them in preventing or detecting crime or carrying out other statutory functions, as well as in understanding and engaging with the public they serve. It is important that public authorities are able to make full and lawful use of this information for their statutory purposes. Much of it can be accessed without the need for RIPA authorisation; use of the internet prior to an investigation should not normally engage privacy considerations. But if the study of an individual's online presence becomes persistent, or where material obtained from any check is to be extracted and recorded and may engage privacy considerations, RIPA authorisations may need to be considered. The following guidance is intended to assist public authorities in identifying when such authorisations may be appropriate.

The internet may be used for intelligence gathering and/or as a surveillance tool. Where online monitoring or investigation is conducted covertly for the purpose of a specific investigation or operation and is likely to result in the obtaining of private information about a person or group, an authorisation for directed surveillance should be considered, as set out elsewhere in this code. Where a person acting on behalf of a public authority is intending to engage with others online without disclosing his or her identity, a CHIS authorisation may be needed (paragraphs 4.10 to 4.16 of the Covert Human Intelligence Sources code of practice provide detail on where a CHIS authorisation may be available for online activity).

In deciding whether online surveillance should be regarded as covert, consideration should be given to the likelihood of the subject(s) knowing that the surveillance is or may be taking place. Use of the internet itself may be considered as adopting a surveillance technique calculated to ensure that the subject is unaware of it, even if no further steps are taken to conceal the activity. Conversely, where a public authority has taken reasonable steps to inform the public or particular individuals that the surveillance is or may be taking place, the activity may be regarded as overt and a directed surveillance authorisation will not normally be available.

As set out below, depending on the nature of the online platform, there may be a reduced expectation of privacy where information relating to a person or group of people is made openly available within the public domain, however in some circumstances privacy implications still apply. This is because the intention when making such information available was not for it to be used for a covert purpose such as investigative activity. This is regardless of whether a user of a website or social media platform has sought to protect such information by restricting its access by activating privacy settings.

Where information about an individual is placed on a publicly accessible database, for example the telephone directory or Companies House, which is

commonly used and known to be accessible to all, they are unlikely to have any reasonable expectation of privacy over the monitoring by public authorities of that information. Individuals who post information on social media networks and other websites whose purpose is to communicate messages to a wide audience are also less likely to hold a reasonable expectation of privacy in relation to that information.

Whether a public authority interferes with a person's private life includes a consideration of the nature of the public authority's activity in relation to that information. Simple reconnaissance of such sites (i.e. preliminary examination with a view to establishing whether the site or its contents are of interest) is unlikely to interfere with a person's reasonably held expectation of privacy and therefore is not likely to require a directed surveillance authorisation. But where a public authority is systematically collecting and recording information about a particular person or group, a directed surveillance authorisation should be considered. These considerations apply regardless of when the information was shared online.'

14. TRAINING

- 14.1 Training on RIPA and the procedures set out in this policy document will be given or authorised by the Service Director: Legal and Community. Any officer who wishes to undertake surveillance or employ a CHIS and all Authorising Officers must receive and maintain suitable training before signing any RIPA authorisations.
- 14.2 A Central Register of all officers who have received training on RIPA will be maintained by the Service Director: Legal and Community.
- 14.3 As part of the periodic review of this Policy and Procedures the Senior Responsible Officer will determine any ongoing training needs both for Authorising Officers and applicant officers. Refresher courses will be held as necessary.
- 14.4 The responsibility for ensuring that staff receive appropriate training in connection with RIPA lies with Service Directors.
- 14.5 The purpose of the training will be to ensure that both applicant and Authorising Officers are not only familiar with the law governing RIPA regulated activities, but also receive practical advice on the making and consideration of applications. In particular the training will be aimed at familiarising officers with the evidence that is needed to show that a covert operation is necessary, proportionate and likely to be conducted in a manner that will minimise collateral intrusion.
- 14.6 The training will also emphasise the need for Authorising Officers to state clearly the nature of the covert activity that they are authorising and the parameters of that activity i.e. what, where, when, how and against whom.
- 14.7 The importance of setting and observing review, cancellations and renewal dates will form part of the training.
- 14.8 The Senior Responsible Officer will invite pertinent officers to a biannual forum to discuss RIPA and issues relating to enforcement. The forum should aim to benchmark best practice.

15. ELECTED MEMBER INVOLVEMENT

15.1 Two new Codes of Practice came into effect on 6 April 2010:

- Regulation of Investigatory Powers (Covert Human Intelligence Source: Code of Practice) Order 2010
- Regulation of Investigatory Powers (Covert Surveillance and Property Interference: Code of Practice) Order 2010

15.2 The Codes of Practice state that elected members should:

- Set the RIPA policy at least once a year
- Review the local authority's use of RIPA
- Consider internal reports on the use of RIPA on at least a quarterly basis

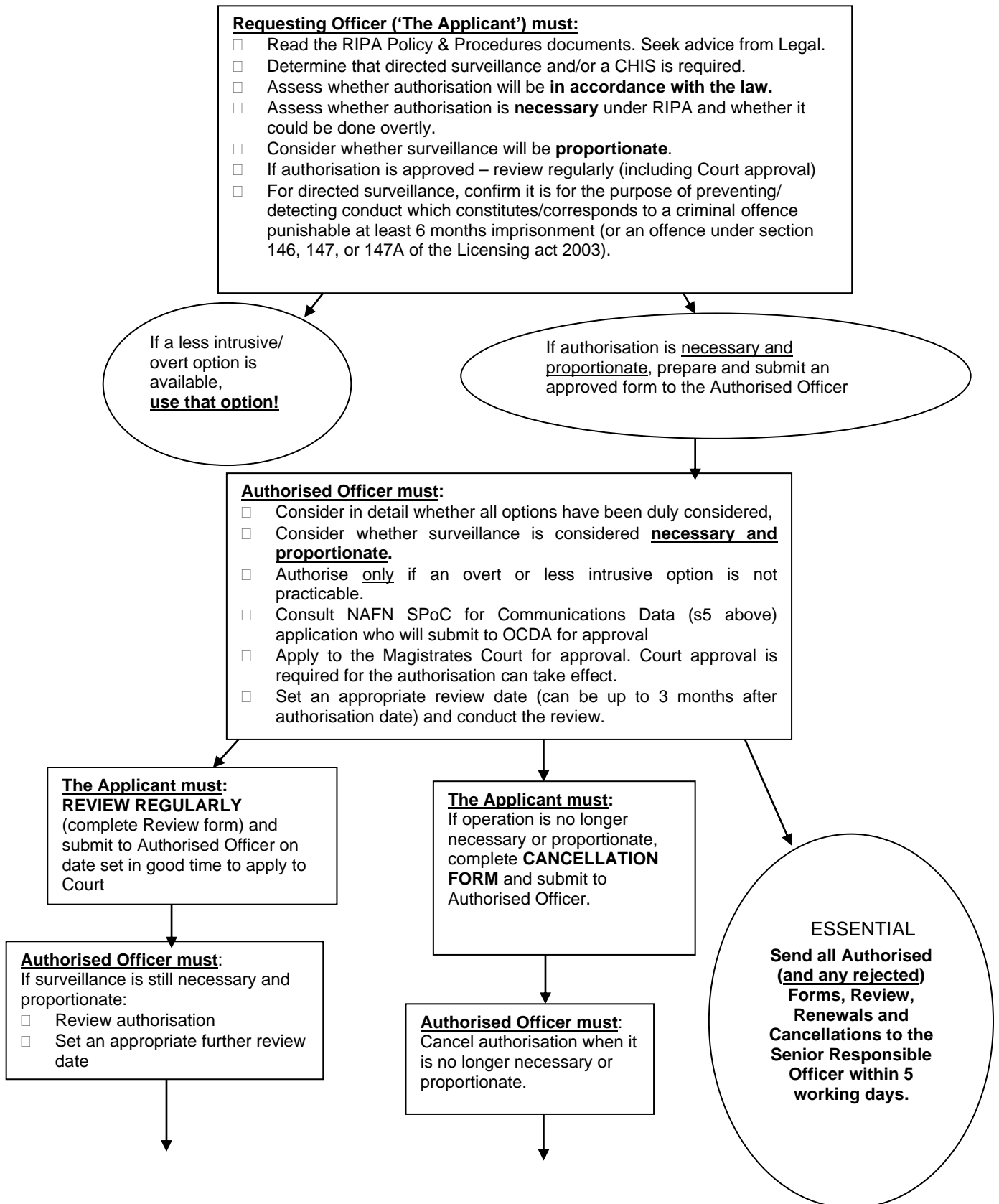
15.3 The Terms of Reference for Cabinet in the Council's Constitution state that Cabinet is:

"To prepare and agree to implement policies and strategies other than those reserved to Council."

The setting of the RIPA policy annually is therefore a role for Cabinet. The Partnerships Scrutiny Sub Committee will consider the Policy annually and make recommendations to Cabinet.

15.4 The requirement for members to review the local authority's use of RIPA and consider internal reports on the use of RIPA on at least a quarterly basis is to be undertaken by the Overview and Scrutiny Committee in accordance with the terms of reference for that Committee contained in the Council's constitution.

FLOW CHART OF RIPA PROCESS



- Send all Quarterly Returns to the Service Director: Legal and Community's PA.
- The Codes of Practice state that elected members should:
 - Set the RIPA policy at least once a year
 - Review the local authority's use of RIPA
 - Consider internal reports on the use of RIPA on at least a quarterly basis (these are covered by in a Member Information Note or other appropriate notification).

APPENDIX B

AUTHORISING OFFICERS AND RESPONSIBLE OFFICERS

RIPA Authorising Officers	Head of Paid Service, or in their absence someone acting as a Deputy Service Director: Place, Service Director: Customers, Service Director: Regulatory
Authorising operations where confidential information may be obtained	Head of Paid Service only
CHIS Authorising Officer	Head of Paid Service only
CHIS Controller/Handler	Service Director: Place Service Director: Customers Service Director: Regulatory
Senior Responsible Officer	Service Director: Legal and Community and Monitoring Officer
RIPA Co-ordinating Officer	PA to Service Director: Legal and Community

Please note:

- Where use of a CHIS is authorised, the head of the directorate carrying out the activity shall usually act as the CHIS Handler, with the CHIS Controller role being allocated by the Head of Paid Service.
- Authorising Officers must be “an assistant chief officer or investigations manager” or above.
- The Authorising Officers should not be directly involved in the investigation.

CABINET
14 MARCH 2023

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: Sustainability SPD – Overview

REPORT OF: *Service Director - Regulatory*

EXECUTIVE MEMBER: *Cllr Ruth Brown, Executive Member for Planning & Transport*

COUNCIL PRIORITY: SUSTAINABILITY

1. EXECUTIVE SUMMARY

We are preparing a Sustainability Supplementary Planning Document (SPD) to provide additional detail and clarity to Local Plan Policy SP1 (Sustainable Development in North Hertfordshire) and other relevant policies in the Plan.

The SPD will provide information as to our sustainability expectations for development in North Herts and offer guidance to developers and case officers when determining planning applications.

This SPD is the first of three SPD's that will address overarching sustainability in North Herts and will be followed by Biodiversity and Design SPD's.

2. RECOMMENDATIONS

- 2.1. That the proposed structure and breadth of the draft Sustainability SPD be approved.
- 2.2. That the issues and points raised by the Cabinet Panel on the Environment be noted.
- 2.3. That, for the purposes of developing the draft SPD, Cabinet endorse the principles of:
 - i. A tiered approach to assessing the sustainability of new buildings in terms of both built fabric and operational efficiency; and
 - ii. investigation of the application of parking standards, both residential and non-residential, with a view to reducing or offsetting them where appropriate.

3. REASONS FOR RECOMMENDATIONS

- 3.1. To allow the Sustainability SPD to be progressed so that it may be publicly consulted upon with a view to being adopted in due course following its presentation and approval by Cabinet.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. The Council could decide to not progress the draft Sustainability SPD. However, given the Climate Emergency that the Council passed on 21 May 2019 combined with the extraordinary timescale of the Local Plan Examination and its subsequent adoption on 8 November 2022, the policies adopted within The Plan require additional guidance on their interpretation to properly reflect the profile of sustainability.
- 4.2. This accords with the decision made by Cabinet in March 2021 which set out the revised and updated programme of SPD's to support the Council's corporate priorities.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Cabinet Panel on the Environment was presented with an outline structure developed by the Strategic Planning Team. The structure was discussed, and the following issues were requested to be included in the draft document which will be considered by officers in consultation with the Executive Member and Deputy.
 - No mains gas supply to new properties
 - A minimum of 40cm insulation in walls
 - The orientation of buildings should maximise solar gain
 - The inclusion of circularity, and recognition of the circular economy
- 5.2. Internal consultation with relevant officers across Council departments have been involved in developing the draft SPD outline.
- 5.3. The Executive Member and Deputy have been briefed regularly on the issues within this report.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision that was first notified to the public in the Forward Plan on the 23 January 2023.

7. BACKGROUND

- 7.1. The National Planning Policy Framework (NPPF) defines Supplementary Planning Documents (SPDs) as documents which add further detail to the policies in the development plan. SPDs are capable of being a material consideration in planning decisions but are not part of the statutory Development Plan. SPDs are not subject to an independent examination but are required to undergo public consultation.
- 7.2. Following a review of the Council's planning guidance, it was identified that the Council's sustainability guidance should be prioritised for revision because Policy SP1 in the adopted Local Plan does not fully reflect current aspirations for sustainability.
- 7.3. To ensure that all the relevant aspects of sustainability are addressed in the SPD, we have decided to frontload the usual process to give Members the opportunity to input into the document to make certain that all the elements of sustainability that are felt to be relevant to North Herts are included prior to the drafting of the document.

- 7.4. The Local Plan contains policies with implications for sustainability. The main policy 'hooks' that link to the ability for the Council to seek sustainability in developments is in Local Plan Policy SP1: Sustainable development in North Hertfordshire and Policy D1: Sustainable design.
- 7.5. Policy SP1: Sustainable development in North Hertfordshire, criterion c), in particular, seeks to encourage sustainable development within North Herts. However, it does not fully reflect the aspirations of the present day and the direction of travel that the Council is taking in terms of climate change and sustainability. The SPD would build upon and expand this criterion by providing more robust guidance for developers to ensure that North Herts can achieve an improved level of sustainability in its developments.

Policy SP1: Sustainable development in North Hertfordshire
<p>This Plan supports the principles of sustainable development within North Hertfordshire. We will:</p> <ul style="list-style-type: none"> a) Maintain the role of key settlements within and adjoining the District as the main focus for housing, employment and new development making use of previously developed land where possible; b) Ensure the long-term vitality of the District's villages by supporting growth which provides opportunities for existing and new residents and sustains key facilities; c) Grant planning permission for proposals that, individually or cumulatively: <ul style="list-style-type: none"> i. deliver an appropriate mix of homes, jobs and facilities that contribute towards the targets and aspirations in this Plan; ii. create high-quality developments that respect and improve their surroundings and provide opportunities for healthy lifestyle choices; iii. provide the necessary infrastructure required to support an increasing population; iv. protect key elements of North Hertfordshire's environment including biodiversity, important landscapes, heritage assets and green infrastructure (including the water environment); and v. secure any necessary mitigation measures that reduce the impact of development, including on climate change; and d) Support neighbourhood plans and other local planning initiatives where they are in general conformity with the strategic policies of this Local Plan.

- 7.6. Policy D1: Sustainable design, builds upon the intentions of Policy SP1 in terms of sustainable development, but the SPD will provide more detail about how this can be achieved and the standards which the Council will be requiring.

Policy D1: Sustainable design

Planning permission will be granted provided that development proposals:

- a) Respond positively to the site's local context;
- b) Take all reasonable opportunities, consistent with the nature and scale of the scheme, to:
 - i. create or enhance public realm;
 - ii. optimise the potential of the site by incorporating Sustainable Drainage Systems (SuDS);
 - iii. reduce energy consumption and waste;
 - iv. retain existing vegetation and propose appropriate new planting;
 - v. maximise accessibility, legibility and physical and social connectivity both internally and with neighbouring areas;
 - vi. future proof for changes in technology and lifestyle;
 - vii. design-out opportunities for crime and anti-social behaviour; and
 - viii. minimise the visual impact of street furniture and parking provision;
- c) Have regard to the Design SPD, and any other relevant guidance;
- d) Within Letchworth Garden City have regard to the Letchworth Garden City Design Principles contained in Appendix 5; and
- e) For residential schemes, meet or exceed the nationally described space standards and optional water efficiency standards.

7.7. It is worth noting, also, that since the North Herts Local Plan was examined, other authorities, notably Bath and North East Somerset, have adopted what effectively amounts to a series of net-zero policies in a partial review of their Local Plan. The Inspectors report noted that restrictive Government guidance on plan-making was still in force but has now been “overtaken by events”.

7.8. The commentary in the report is helpful in framing our SPD and the interpretation of our Policies SP1 and D1 for reducing impacts on climate change and delivering energy efficiency.

8. RELEVANT CONSIDERATIONS

8.1. The draft Sustainability SPD will seek to incorporate a range of both technical guidance and any specific guidance for North Herts. This includes:

- Energy Efficiency
 - Site layout and design
 - Building orientation
 - Thermal mass
 - Natural ventilation
 - Insulation
 - Airtightness
 - Solar gain
 - Glare
 - Solar panels
 - Ground source heat pumps
 - Air source heat pumps
 - Biomass
 - Hydroelectric power
 - Wind energy
- Low Carbon and Renewable Energy
 - Passive Design
 - Electric Vehicle Charging Points
 - Waste

- Materials
- Water Use
 - Reducing water use
 - Rainwater harvesting
 - Greywater re-use
- Adaptation to Climate Change
 - Sustainable Drainage Systems
- Zero Carbon
- Zero Waste
- Sustainable Transport
- Sustainable Materials
- Land Use and Wildlife
- Culture and Community
- Health and Wellbeing

- 8.2. Subject to approval by Cabinet on the direction of travel, it is intended that these subject areas are expanded upon, and the draft SPD will be worked up in advance of its consideration by Cabinet and subsequent public consultation later in the year.
- 8.3. Some of this guidance relatively generic. However, there are opportunities to develop North Herts specific approaches. In particular, the interpretation of the extent of sustainable transport and what this could look like in North Herts. For example, residential parking standards are set out in the Local Plan but do not necessarily require on plot provision and/or allow for reductions in certain circumstances.
- 8.4. The Sustainability SPD provides the opportunity to explore this area further, e.g. the consideration of car clubs, communal off-plot parking that might be repurposed if individual car ownership declines over time, mobility hubs, demand-responsive transport, accessibility standards. The implementation of such facilities might allow for parking provision reductions to be supported and/or allow standards to be met in part or offset by other forms of provision
- 8.5. The SPD also offers the opportunity to incorporate a sustainability standards approach similar to the approach adopted by Harlow Gilston Garden Town (set out below)

Minimum Requirements (Low Quality)	Net Zero-Carbon by 2050 (Medium Quality)	Net Zero-Carbon by 2030 (Garden Town High Quality)
These are policy-compliant / Building Regulations compliant, but do not meet Climate Declaration targets	These targets meet ultimate goal, but 20 years slower	These targets meet HGGT goal and Climate Declarations
This sets out what HGGT consider low quality standards / outcomes	This sets out what HGGT consider medium quality standards/ outcomes	This sets out what HGGT consider high quality standards/ outcomes
Outline Planning Submission	Outline Planning Submission	Outline Planning Submission

- 8.6. These standards would be adapted to e.g. current building regs, the timescales and ambitions in the Council's Climate Change Emergency Declaration and Climate Change Strategy

9. LEGAL IMPLICATIONS

- 9.1. Under the Terms of Reference for Cabinet Paragraph 5.6.18 of the Constitution states that the Cabinet should exercise the Council's functions as Local Planning Authority except where functions are reserved by law to the responsibility of the Council or delegated to the Service Director: Regulatory.

9.2. The statutory basis for Supplementary Planning Documents and their preparation is set out by a range of acts and associated regulations including the Planning and Compulsory Purchase Act 2004 (as amended) and the Localism Act 2011. Detailed requirements for the preparation of SPDs, including requirements for consultation, are stipulated in the Town and Country Planning (Local Planning) (England) Regulations 2012).

10. FINANCIAL IMPLICATIONS

10.1. The general costs of preparing Supplementary Planning Documents are met through existing revenue budgets.

11. RISK IMPLICATIONS

11.1. There are no new risk implications arising from this report. The Council has changed how it sets and monitors risks, as reported to Cabinet in March 2022. This will see a shift to strategic risks based on key projects such as the Local Plan.

11.2. The risks associated with not producing a Sustainability SPD include:

- lack of clarity and uncertainty to case officers and applicants when negotiating and determining planning applications;
- lack of consistency with the Local Plan as well as national planning policy and guidance; and
- a risk of not securing the maximum range and / or amount of sustainability measures possible.

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 not considered to be any direct equality issues arising from this report. Future individual schemes or considerations may well be subject to appropriate review to ensure they comply with latest equality legislative need. Any risks and opportunities identified will also be subject to assessment for impact on those that share a protected characteristic.

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. The SPD will have positive environmental implications, securing sustainable development for a range of measures including, but not limited to: biodiversity net gain, sustainable travel, renewable energy and climate change adaptations and mitigations.

15. HUMAN RESOURCE IMPLICATIONS

15.1 There are no new human resource implications arising from the contents of this report.

16. APPENDICES

16.1 None

17. CONTACT OFFICERS

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17.6 Georgina Chapman, Corporate Policy team Leader
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18. BACKGROUND PAPERS

18.1 [North Herts Local Plan, November 2023](#)

18.2 [Cabinet Report, 16 March 2021](#)

18.3 [Inspectors Report to Bath and North East Somerset Council](#)

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**OVERVIEW AND SCRUTINY
9 MARCH 2023**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: COUNCIL DELIVERY PLAN 2022-23 (QUARTER 3 UPDATE)

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: FIANANCE AND IT

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

1. EXECUTIVE SUMMARY

This report presents progress on delivering the Council Delivery Plan for 22-23 at the end of Quarter 3, which includes:

- Progress against the completion of Council projects and milestones
- Requests to change milestone dates
- Commentary on progress made and any new issues, risks, or opportunities

2. RECOMMENDATIONS

- 2.1. That Overview and Scrutiny Committee comment on the Council Delivery Plan Quarter 3 monitoring report, including the recommendations made to Cabinet i.e.:
- That Cabinet notes the progress against Council projects as set out in the Council Delivery Plan (Appendix A) including changes to milestone dates and risks.
 - That Cabinet note the completion of the Business Recovery : Grants, the EV Charging for Council Vehicles, and the Help Residents Make Payment at Convenient Location milestones for this year.
 - That Cabinet notes the reduction in the Local Plan risk score from a 9 to a risk score of 6 following the end of the Judicial review period.
- 2.2 That Overview and Scrutiny Committee determine any project that they want to receive more detail on as part of the next monitoring report.

3. REASONS FOR RECOMMENDATIONS

- 3.1. The Council Delivery Plan (CDP) monitoring reports provide Cabinet with an opportunity to monitor progress against the key Council projects, and understand any new issues, risks, or opportunities.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. In developing the CDP, it was agreed that Cabinet would receive quarterly updates. The updates are also provided to Overview and Scrutiny Committee so that they can provide additional oversight and support to Cabinet.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. Service Directors and Service Managers have provided updates on progress and will have made Executive Members (and Deputies) aware of progress made.
- 5.2. A draft of the Quarter 3 update was provided to Risk Management Group (RMG) in February. The Group has a standing invite to the Executive Member for Finance and IT (has responsibility for performance monitoring), the Deputy Executive Member for Finance and IT, the Chair of Overview and Scrutiny (O&S) and the Chair of Finance, Audit and Risk Committee (FAR). Other members of O&S and FAR are also encouraged to attend when they can. RMG were asked to comment on the content and format of the CDP Q3 update.
- 5.3. The CDP is reviewed by Overview and Scrutiny Committee, and they are asked to provide comments and recommendations to Cabinet.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision first notified on the Forward Plan on the 23 January 2023.

7. BACKGROUND

- 7.1. The CDP brings together projects, risks, and performance indicators together in one document. It was adopted by Cabinet in March 2022, which included the projects to be included within the CDP.

8. RELEVANT CONSIDERATIONS

- 8.1 Appendix A provides an update on the progress made in delivering the Council Delivery Plan. Whilst it is labelled as a Quarter 3 update, it generally reflects the latest position at the time that the report was written (mid-February).
- 8.2 Cabinet are asked to approve the following:
- The proposed change to current milestone dates for Town Centre Recovery, Cycling Networks, Town Centre Strategies, Empty Homes Strategy and Museum Storage, with reasons detailed in Appendix A.

- The progress made to date against each project and resulting impacts on future milestones, as detailed in the commentary against each project in Appendix A. Future updates will provide monitoring against any revised milestones.

8.3 Cabinet are asked to note the following

- The Completion of the Business Recovery: Grants, the EV Charging for Council Vehicles and the Help Residents make payment at convenient location milestones for this year.

8.4 The intention is that the CDP reports provide an overview, as providing all the details on project milestones would lead to a report that was too long. Requests can be made (especially by O&S) to look at individual projects in more detail. Any such request would be incorporated into the next monitoring report.

9. LEGAL IMPLICATIONS

9.1 The constitution determines the role of Cabinet as including: “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” (paragraph 5.6.3) .

9.2 The constitution determines the role of Overview and Scrutiny as including: “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” (paragraph 6.2.7 (s)).

9.3 There are no specific legal implications arising from the CDP. However, there may be individual legal implications for some of the projects outlined. Any commissioning of work on new and existing projects will follow the standard legal requirements and those required by the Council’s internal standing orders, contained within the Constitution.

10. FINANCIAL IMPLICATIONS

10.1 There are no direct financial implications arising from this report. Where projects are linked to efficiencies or investments then these are included in the budget proposals and monitored through the quarterly finance reports.

11. RISK IMPLICATIONS

11.1 The Council Delivery Plan aims to support the risk management process by directly linking the risks to projects being undertaken. 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.

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 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriated services to the Community to meet different people's needs.
- 12.3 As projects progress, Equality Implications will be considered, and Equality Impact Assessments conducted where relevant.

13. SOCIAL VALUE IMPLICATIONS

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

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There will continue to be a need to align Council and Service objectives with available people resources to be able to achieve them. The Council Delivery Plan will help to make that link clearer.

15. ENVIRONMENTAL IMPLICATIONS

- 15.1 There are no known Environmental impacts or requirements that apply to this report. However, a number of the projects to be monitored throughout the year are related to key environmental issues.
- 15.2 As projects progress, Environmental Implications will be considered, and Environmental Impact Assessments conducted where relevant.

16. APPENDICES

Appendix A – Council Delivery Plan 22-23 Q3 monitoring report

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

None

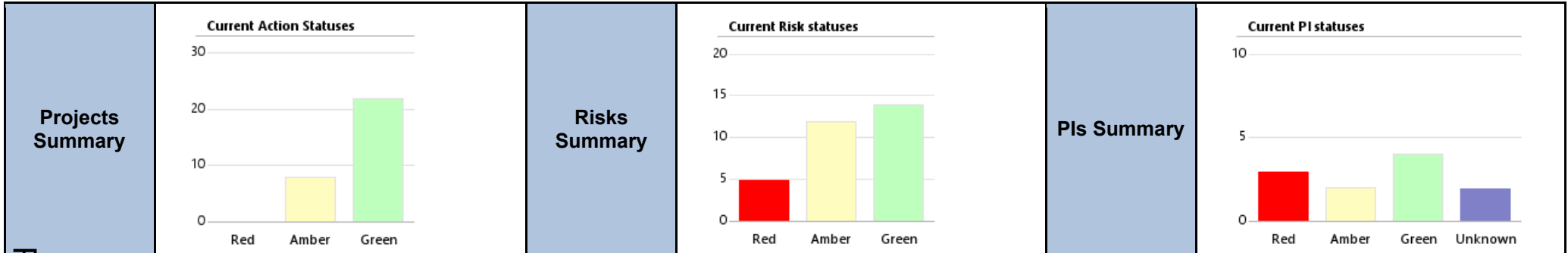
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Council Delivery Plan – Status Key

Status	Description									
Projects										
    	<p>The project (and all recorded milestones) has been completed.</p> <p>All ongoing milestones have not reached their due dates (or do not have due dates).</p> <p>There is at least one ongoing milestone that has not been completed by the due date, but the overall project due date has not passed. Proposals to change milestone due dates will be made, which may also lead to a proposed change to the overall project due date.</p> <p>Overall project due date has passed and there is at least one milestone that has not been completed. Proposals to change project due date and milestone due dates will be made.</p> <p>The progress bar is based on the number of completed milestones compared with the total number of milestones e.g., two completed out of a total of six would be 33%. Therefore, 0% reflects that no milestones have been completed yet, rather than there has been no progress at all.</p>									
Risks										
  	<p>Assessed as a low risk.</p> <p>Assessed as a medium risk.</p> <p>Assessed as a high risk.</p>									
<table border="1" data-bbox="1563 719 1720 842"> <tr> <td>4</td> <td>7</td> <td>9</td> </tr> <tr> <td>2</td> <td>5</td> <td>8</td> </tr> <tr> <td>1</td> <td>3</td> <td>6</td> </tr> </table>		4	7	9	2	5	8	1	3	6
4	7	9								
2	5	8								
1	3	6								
PIs										
       	<p>Data value has met or exceeded the target figure.</p> <p>Data value has not achieved the target figure, but it is within the agreed tolerance range.</p> <p>Data value has not achieved the target figure and it is outside the agreed tolerance range.</p> <p>Pentana cannot calculate a status, as officers have not entered a target figure for the period on to the system.</p> <p>Data value has improved compared with the same time last year.</p> <p>Data value has deteriorated compared with the same time last year.</p> <p>Data value has not changed compared with the same time last year.</p> <p>Pentana cannot calculate a direction of travel, as previous data is not available for comparison.</p>									

Council Delivery Plan 2022/23

Generated on: 14 February 2023



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	Museum/HTH Recovery	Progress	66%	Due Date	31-Mar-2023
Project Summary	To rebuild museum visitor numbers, Town Hall usage and income.				
Latest Update	19-Jan-2023 The North Herts Museum has made a strong recovery in terms of visitor numbers compared with pre-pandemic. Current projections are that the museum will attract somewhere close to 30k visitors compared to a pre-pandemic average of around 35k visitors. Meanwhile, Hitchin Town Hall has had a particularly strong autumn and festive period. Income levels have recovered lost ground on targets through this period and a strong recovery from the pandemic continues to be evident. The cafe is the only exception to this, where slightly lower visitor figures, coupled with a staffing shortage due to a transition to a new staffing structure is hampering the ability to maximise returns. However, overall, the two service areas continue to show a strong recovery from the pandemic towards pre-pandemic levels of visitors, usage and income.				
Milestone	Due Date	Complete	Note		
To rebuild visitor numbers at the museum to pre-pandemic levels.	01-Jul-2022	Yes	The initial milestone due date relates to the completion of activities in the first quarter of 2022/23 to provide impetus to the visitor numbers recovery process. This has happened, although the continuation of activities to rebuild visitor numbers will remain ongoing throughout the year and beyond.		
To rebuild interest in hiring Hitchin Town Hall back to pre- pandemic levels.	01-Aug-2022	Yes	The initial milestone due date relates to the completion of activities in the first part of 2022/23 to provide impetus to the rebuilding of hiring interest. The continuation of activities to rebuild interest will remain ongoing after this date and throughout the rest of the year.		
To rebuild overall income levels at the facility to pre-pandemic levels.	31-Mar-2023	No			

Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. All related milestones carry the risk of new emerging variants or a worsening Covid picture; separately, the booking of Hitchin Town Hall and income levels may be impacted by the rising cost of living and the reduced levels of disposable income. 2. Lack of interest in the facilities following extended period of closure and restrictions. 3. Inability to generate income as well as hoped and to the levels targeted.		5	3	1	Museum visitor numbers			21,591	28,125
					Hitchin Town Hall booking enquiries				

	Tourism Strategy	Progress	<input type="text" value="0%"/>	Due Date	31-Mar-2023				
Project Summary	To develop a draft strategy by March 2023.								
Latest Update	03-Feb-2023 Project has slipped due to resources available within the Enterprise team. Development of a Tourism 'work stream' will now be progressed under an overarching Enterprise Strategy, incorporating Commercial, Economic Development and Tourism. This will be completed in 2023, with details of milestones/timings included as a new project in the 2023/24 Council Delivery Plan.								
Milestone		Due Date	Complete	Note					
Appoint consultants.		31-Jan-2023	No	Milestones to be reviewed/updated to reflect the new approach i.e., development and approval of an Enterprise Strategy in 2023/24, incorporating Commercial, Economic Development and Tourism.					
Review and approve draft strategy.		31-Mar-2023	No	As above.					
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Risk of delay in procuring consultants and subsequent delay to production of strategy.		1	1	1					


	Business Recovery: Grants	Progress	<input type="text" value="100%"/>	Due Date	31-Mar-2023				
Project Summary	Promotion of business grants and payment. Completion of required Government reconciliations.								
Latest Update	11-Jan-2023 NHC has completed all returns requested by the Department for Business, Energy & Industrial Strategy relating to the reconciliation processes. Therefore, all NHC actions completed, although BEIS will be in contact should they require anything further from us as they assess the evidence provided.								
Milestone	Due Date	Complete	Note						
Continued promotion of available business support grants and business rate reliefs.	30-Apr-2022	Yes	Grants ceased 31 March 2022. All processed and paid within stipulated timeframes.						
Complete all Government returns for reconciliation processes.	31-Mar-2023	Yes	Completed.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Lack of resources available to deliver grant schemes.		1	1	1					



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	Town Centre Recovery	Progress	<input type="text" value="0%"/>	Due Date	31-Jul-2023				
Project Summary	Completion of economic recovery strategies for four towns. Development of permit scheme for experimental Traffic Regulation Orders.								
Latest Update	13-Feb-2023 Key stakeholders are reviewing the draft recovery plans. No formal responses received so far. Now expect plans to be finalised by the end of March 2023. Work with Hitchin BID to finalise the draft permit scheme agreement is on track and still expected to happen by March 2023. HCC are continuing discussions regarding the Experimental Traffic Regulation Orders for Hitchin and Royston, and both are expected to be made permanent by the end of the trial periods (July 2023). Project Boards continue to monitor and review both schemes.								
Milestone	Due Date	Complete	Note						
Completion of Welcome Back Fund town centre recovery plans for the four towns.	31-Jan-2023	No	Proposal to change due date to 31 March 2023. Now expect plans to be finalised by the end of March 2023 following engagement with key stakeholders.						
Development of permit scheme for experimental traffic orders, sub-delegate to appropriate body, enforcement to be with NHC.	31-Mar-2023	No	Relates to Hitchin only. On track.						
Liaise with HCC and other key stakeholders with regard the experimental traffic orders for town centres.	31-Mar-2023	No	Proposal to change due date to 31 July 2023 to align with the trial period end date. Milestone relates to ETROs in Hitchin and Royston only.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing the project – limited budget available. 2. Town Strategy not yet in place.		3	3	1					

	Health Inequalities	Progress	<input type="text" value="66%"/>	Due Date	31-Mar-2023					
Project Summary	To secure funding for projects (targeting HCC Public Health) to address health inequalities. Then develop actions based on funding available and terms attached.									
Latest Update	10-Jan-2023 HCC approved our intervention plan on 14 December 2022. The three projects, to be delivered by partner organisations, will commence by 31 March 2023 to meet funding requirements. Delivery will then continue throughout 2023/24. The first project, Royston Men's Club, is scheduled to start at the beginning of February 2023. Planning is underway for the other two projects. The risk level is now assessed as low due to the progress made. This also reflects that previously referenced risks relating to our inability to obtain funding for Environmental Health led projects had materialised and approval to remove related milestones from the Council Delivery Plan action was received via the Q2 monitoring report.									
Milestone		Due Date	Complete	Note						
Secure Tranche 1 funding (Health and Wellbeing led projects).		31-May-2022	Yes	Completed.						
Develop an action plan for Tranche 1 (based on Public Health Strategy, Health Inequalities Framework and Joint Strategic Needs Assessment).		31-Dec-2022	Yes	Health inequalities identified and agreed. Developed associated intervention plan. HCC approved plan on 14 December 2022.						
Deliver Tranche 1 projects (as planned for 2022/23).		31-Mar-2023	No	Three projects included in the intervention plan. All three to commence by 31 March 2023 to meet funding requirements. Delivery will then continue throughout 2023/24.						
Risks		Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Inability to achieve funding. 2. Delays in achieving funding affects delivery of outcomes. 3. Terms of any funding affects what can be delivered. 4. Staff shortages/competing priorities limit progress. 			7	3	3					



	Economic Development Strategy	Progress	<input type="text" value="33%"/>	Due Date	31-Mar-2023
Project Summary	Develop Economic Development Strategy based on resources available.				
Latest Update	03-Feb-2023 Project has slipped due to resources available within the Enterprise team. Development of an Economic Development 'work stream' will now be progressed under an overarching Enterprise Strategy, incorporating Commercial, Economic Development and Tourism. This will be completed in 2023, with details of milestones/timings included as a new project in the 2023/24 Council Delivery Plan.				
Milestone		Due Date	Complete	Note	
Complete ongoing recovery work funded by High Street Recovery Fund.		01-Apr-2022	Yes	Completed.	
Develop budget bid to deliver proposed Economic Development Strategy.		31-Mar-2023	No	Milestones to be reviewed/updated to reflect the new approach i.e., development and approval of an Enterprise Strategy in 2023/24, incorporating Commercial, Economic Development and Tourism. Development of budgets will run alongside development and preparation of the Strategy.	
Utilise feedback from recovery work to develop an Economic Development Strategy for the four towns. Consult and develop an Economic Development Strategy for the rural community.		31-Mar-2023	No	As above.	


Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Uncertainty over focus of the strategy. 2. Determination of level of priority and the funding to be allocated from 2023/24.		5	5	3					

	Resident/Public EV Charging in our Car Parks	Progress	0%	Due Date	31-Mar-2023				
Project Summary	Submit grant application to Office for Zero Emission Vehicles for funding. Further actions dependent on funding awarded.								
Latest Update	13-Feb-2023 Framework agreement mini competition undertaken. We are in the final stages of awarding the contract to our preferred private sector partner - just waiting on Legal to prepare the contract, which will then be passed to the supplier for signing. This will be completed slightly later than scheduled (31 January 2023) due to the need for several post clarification queries to be addressed and agreed between both parties. Assuming the contract is signed by 17 February, the supplier is still on track to establish detailed costings and submit the application for the OZEV grant by the end of February, as preparatory work has already commenced. Risk level remains medium, in view of uncertainty regarding our ability to obtain grant funding.								
Milestone		Due Date	Complete	Note					
Identify private sector partner to assist with grant application and to provide 40% (originally 20%) of funding not met by grant as well as being responsible for ongoing maintenance and procure proofing.		31-Jan-2023	No	Contract now expected to be awarded/signed by 17 February 2023. Slight delay, as several post clarification queries needed to be addressed and agreed between both parties					
Establish detailed costings for grant application.		28-Feb-2023	No	When we have secured a private sector partner, the establishment of detailed costings will be finalised.					
Submit grant application to OZEV for 60% (originally 75%) of cost, with private partner providing the remaining 40% (originally 25%).		28-Feb-2023	No	Still expect to submit the grant application by the end of February 2023, although depending on the timing of the contract award/signing, this may be subject to a slight delay.					
Any remaining milestones will be dependent on grant funding awarded.		31-Mar-2023	No	No further milestones to be considered at this time, future is dependant at this time on grant funding being awarded.					
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Not successful in obtaining grant funding. 2. Unable to identify/procure a private sector partner.		5	5	1					



	Cycling Network	Progress	<input type="text" value="33%"/>	Due Date	30-Nov-2023				
Project Summary	Working with HCC as they develop a Local Cycling & Walking Infrastructure Plan (LCWIP). Use to inform a North Herts cycle strategy.								
Latest Update	25-Jan-2023 There were over 1,000 responses to the HCC consultation on the draft LCWIP. These are now being reviewed and we are working with HCC regarding the further work required. The LCWIP will be presented to Cabinet for endorsement prior to being adopted by HCC's Highways Transport Panel/Cabinet. Due to the further work required, adoption is now expected by the end of October 2023. LCWIP to then inform work on the NHC Cycle Strategy, which should commence in late 2023. The risk level remains low, as in the meantime, the draft LCWIP can still be used to seek contributions (S106/external funding) to planning applications.								
Milestone	Due Date	Complete	Note						
Working with HCC on the production of a draft Local Cycling & Walking Infrastructure Plan (LCWIP) - for formal consultation.	26-Sep-2022	Yes	HCC is running the consultation on a LCWIP for North Herts from 26 September to 14 November 2022. Due date aligned with consultation start date.						
Following adoption of LCWIP by HCC Highways Transport Panel/Cabinet will then inform work on NHC cycle strategy.	31-May-2023	No	Proposal to change due date to 31 October 2023. Due to the further work required by HCC following the consultation exercise and volume of responses, LCWIP now expected to be adopted by the end of October 2023.						
Other milestones dependent on LCWIP.	30-Jun-2023	No	Proposal to change due date to 30 November 2023. Further milestones to be considered at this time following adoption of the LCWIP. Work on the NHC Cycle Strategy should now commence in November 2023.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing for NHC and HCC. 2. Timing and adoption of LCWIP by HCC Transport Panel/Cabinet. 3. Limits to what can be achieved in this financial year.		3	3	1					


	EV Charging for Council Vehicles	Progress	<input type="text" value="100%"/>	Due Date	31-May-2022				
Project Summary	Install two charging points in DCO rear car park (charging for four vehicles).								
Latest Update	18-Aug-2022 The EV charging points were installed on 17 August 2022.								
Milestone	Due Date	Complete	Note						
Install two charging points in DCO rear car park (charging for four vehicles).	31-May-2022	Yes							
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Lead-in time from supplier could cause delays. 2. Number of options available makes it difficult to determine optimal option. (No longer a risk - option selected and contract awarded.)		5	1	1	Miles driven by NHC full electric vehicles			16,195	26,250

	Royston Leisure Centre Solar Thermal	Progress	<input type="text" value="25%"/>	Due Date	31-Mar-2023				
Project Summary	Installation of Solar Thermal technology at Royston Leisure Centre.								
Latest Update	The procurement processes undertaken have not been successful in securing a supplier for the project. The team are currently looking at the options available. It is possible that the project will be absorbed into the Solar PV project due to take place next year, which will make it more attractive to bidders as it will be a larger value procurement.								
Milestone		Due Date	Complete	Note					
Design specification.		31-May-2022	Yes						
Complete procurement and appoint contractor.		16-Dec-2022	No						
Meet with contractor to programme schedule of works.		06-Jan-2023	No						
Installation of Solar Thermal.		31-Mar-2023	No						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
Tender returns over budget. Delays to project plan.		5	5	5					


	Town Centre Strategies	Progress	<input type="text" value="33%"/>	Due Date	31-Aug-2023				
Project Summary	Complete High Level Town Centre Recovery Action Plans for each town. Develop project plan for detailed Plans based on high level report.								
Latest Update	26-Jan-2023 Due to delays in finalising the WBF town centre recovery plans and appointing to the new Project Officer role, we now expect to present the Cabinet report setting out our plans to progress Town Centre Strategies in July 2023. Initial work on the Letchworth Town Centre Strategy will commence prior to the Cabinet report, with detailed work commencing following Cabinet approval. The risk level remains medium, as there are still resource issues regarding producing (and subsequently delivering) identified strategies.								
Milestone		Due Date	Complete	Note					
Consultants appointed to prepare High Level Town Centre Recovery Action Plans for each town centre.		30-Apr-2022	Yes	Consultants appointed and draft plans have now been received.					
Once completed a scoping report will be prepared to agree overall project and governance arrangements for progression of Town Centre Strategies.		31-Mar-2023	No	Proposal to change the due date to 31 July 2023. We now anticipate presenting a report to Cabinet in July 2023.					
Commencement of work on Letchworth Town Centre Strategy, details to be confirmed following outcome of other milestones.		30-Apr-2023	No	Proposal to change the due date to 31 August 2023. Based on now presenting a report to Cabinet in July 2023, detailed work on the Letchworth Town Centre Strategy should commence in August 2023 although work has commenced with the owners of Garden Square.					
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target

1. Lack of available resource to produce and deliver identified strategies.		5	5	1					
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	Finalise Pay on Exit Parking Review	Progress	<input type="text" value="50%"/>	Due Date	31-Mar-2023				
Project Summary	Complete feasibility study and report to Cabinet on options.								
Latest Update	13-Feb-2023 "Meet the supplier" event completed, which highlighted alternative options for allowing people to pay for parking at the end of their stay. Further report presented to PLB in February 2023 to consider advantages/cost of each approach and agree option to be taken forward. Report to Cabinet no longer required and now awaiting decision on availability of associated Capital budget (Council 23 February 2023). Further milestones to then be developed to reflect key stages in the project plan for 2023/24 and beyond.								
Milestone	Due Date	Complete	Note						
Consultants appointed to produce Feasibility Study to be reported to Exec Member & Deputy.	31-Jul-2022	Yes	Consultants appointed and draft report produced. This has been discussed with the Executive Member and will be finalised shortly.						
Report to PLB to get a steer on proceeding to a pay on exit trial.	01-Nov-2022	Yes	PLB agreed that officers should proceed with the necessary work in progressing a trial in two of the Council's car parks and report back within this financial year.						
Recommendations to be reported to Cabinet to agree Next Steps.	14-Mar-2023	No	No longer a need for initial Cabinet report. Report presented to PLB in February 2023. Propose to delete milestone accordingly.						
The Cabinet report determines further milestones.	31-Mar-2023	No	Report to Cabinet no longer required and now awaiting decision on availability of associated Capital budget (Council 23 February 2023). Further milestones to then be developed to reflect key stages in the project plan for 2023/24 and beyond.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Budget implications of selected scheme.		1	1	1					

	Replacement of Royston Town Hall Annexe	Progress	<input type="text" value="0%"/>	Due Date	30-Nov-2023
Project Summary	In this year, to market the site on a non-committal basis to assess options. To then report to Cabinet for a decision. Project will span more than one year.				
Latest Update	13-Jan-2023 Negotiations and discussions with interested party on draft lease heads of terms are continuing and we are currently awaiting their response. We continue to pursue the acquisition of rights over HCC land from the public highway, although HCC are yet to engage with us on this matter. Depending on the outcome of current negotiations with the interested party and the willingness of HCC to work with us to acquire access rights, the direction of the project and current milestones may be subject to change. Risk level still assessed as medium, as if we are unable to acquire the access rights, the current project is unlikely to proceed.				

Milestone	Due Date	Complete	Note
Exploring options following unsolicited solid interest in site.	31-Mar-2023	No	Discussed options for formalising use of NHC's land with interested party. They sent draft lease heads of terms. Negotiations and discussions ongoing and we are currently awaiting a further response from them.
Ascertain, acquire, and address rights and restrictions on the site.	31-May-2023	No	Original due date 30 November 2022. No access rights to serve NHC's site are documented. So far, HCC have been unwilling to engage with us regarding acquiring rights. No restrictions on title apparent from investigation. Property included in the project is not Listed, although it is in a Conservation Area. This needs to be factored into the design of any scheme to repurpose the site.
Market test site for leasing and sale on non-committal basis. Undertake options appraisal. Seek Cabinet decision.	30-Nov-2023	No	Original due date 31 May 2023. This milestone may be resurrected if current negotiations with interested party are aborted. Actions/timings to be re-assessed at this time.

Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Cost and time in acquiring rights or addressing restrictions are prohibitive. 2. Planning permission refused or subject to unviable conditions. 3. Desire to retain partial community use impinges on viability. 4. Build cost inflation impinges on viability. 5. Lack of engagement from HCC restricts our ability to acquire access rights.		5	5	2					

	Customer Portal	Progress	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4a86e8; color: white; display: flex; align-items: center; justify-content: center;">75%</div>	Due Date	31-Mar-2023
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Project Summary	Research options for My Account, transformation programme to consider options for development, implement recommended options.
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Latest Update	11-Jan-2023 Consideration and investigation of improvements we can make to the customer experience and self-service options is now an ongoing business-as-usual activity. These are not limited to MyAccount, which already enables a high number of residents to manage their Council Tax online, with alternative options available and already developed with individual service areas. Implementation of Waste (another high contact service) into MyAccount continues to be something we are looking to pursue, although progress is dependent on decisions relating to the new waste contract and any further work is now likely to take place during 2023/24. In light of the research undertaken as part of this project and available alternatives, the impact of not achieving our aim of increasing self-service options specifically via MyAccount, is now assessed as low.
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Milestone	Due Date	Complete	Note
Researching options for development of MyAccount.	31-Mar-2022	Yes	Milestone complete. We discussed options with relevant service areas, including Benefits, Housing and Licensing. We are potentially moving forward with a project to implement Waste into MyAccount, which would be beneficial due to the size of the service area.
Transformation programme considers options for development.	31-May-2022	Yes	Milestone complete. The development of MyAccount is not reliant on the wider transformation programme, which is currently prioritising process automation.
Pre-scoping meeting with Waste and MyAccount provider.	15-Sep-2022	Yes	Meeting held.
Further development work for Waste implementation.	31-Mar-2023	No	Progress dependent on decisions relating to the new waste contract.

Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Additional modules are not forthcoming.		5	2	2					


	Help Residents Make Payments at Convenient Locations	Progress	<div style="border: 1px solid black; background-color: #add8e6; padding: 2px; display: inline-block;">100%</div>	Due Date	30-Nov-2022
Project Summary	Technology in place to allow payments to be made in different ways, including by cash at local shops.				
Latest Update	21-Dec-2022 Initial communication to residents, including via social media, completed by the end of November 2022. Communication to subsequently continue as a business-as-usual activity, including at Annual Billing. Collection rates for sales ledger and electronic payment remain slightly under target but overall collection rates remain high. The risk score has been reduced to low as residents are using the service.				


Milestone	Due Date	Complete	Note
Complete procurement and appoint supplier.	31-Mar-2022	Yes	Contract awarded and first project meeting scheduled for 6 April 2022.
Obtain IIN number and update documentation.	31-Aug-2022	Yes	Milestone complete.
Send test file and payment.	01-Sep-2022	Yes	Milestone complete. All sample documents received and approved by Allpay.
Go live - implementation completed.	19-Sep-2022	Yes	Milestone complete.
Communication to residents on new ways to pay and Allpay app.	30-Nov-2022	Yes	Initial communication completed. To continue on an ongoing basis, including at Annual Billing.

Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing issues delay progress. 2. Unexpected costs affect viability of business case. 3. Residents fail to use the service provided.		5	1	3	Percentage of NNDR collected in year			90.19%	86.5%
					Percentage of council tax collected in year			91.91%	91.5%
					Percentage of raised sales invoices due for payment that have been paid			96.73%	97%
					% of payments received that were paid by electronic methods			99.07%	99.3%


	Supplier Self-Service	Progress	<input type="text" value="0%"/>	Due Date	31-May-2023
Project Summary	Technology in place that allows suppliers to update their details, submit invoices and view payments electronically.				
Latest Update	18-Jan-2023 Unlikely project will progress in 2022/23, due to a high demand on resources linked to the upgrade of Integra. Expect to move forward in 2023/24, although project is now likely to be incorporated into the procurement of a joint cash management and financial system. Risk impact re-assessed as low, as although there will be a delay in achieving associated benefits, the continuation of current supplier arrangements means there will be no significant adverse effects.				



Milestone	Due Date	Complete	Note
Explore available options in the market and determine cost/viability.	31-Dec-2022	No	Milestones to be suspended. Will now progress in 2023/24, although specific tasks/timings still to be confirmed.
Procure system and set up project team.	28-Feb-2023	No	See note for first milestone.
Portal set up and testing.	30-Apr-2023	No	See note for first milestone.
Go live and communication.	31-May-2023	No	See note for first milestone.





Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Failure to find viable solution. 2. Resource issues delay progress. 3. Suppliers do not submit invoices via the portal, fail to achieve efficiencies. 4. Data security issues.		5	2	1					




	Empty Homes Strategy	Progress	<input type="text" value="0%"/>	Due Date	01-Apr-2023
Project Summary	Develop and implement a strategy to reduce numbers of Empty Homes.				
Latest Update	17-Jan-2023 Draft Strategy produced, but this still needs to be approved along with the resources required for delivery. Currently, still anticipating adoption by Cabinet by the end of March 2023. Implementation of the Strategy will then commence in 2023/24. Risk level to be re-assessed following a decision on adoption, to reflect the ongoing risks associated with delivery and that risks relating to Strategy development will no longer be relevant.				


Milestone	Due Date	Complete	Note
Development of Strategy and resources.	31-Dec-2022	No	Propose to change date to 28 February 2023. Original date was 31 December 2022. Draft Strategy produced, but still needs to be approved along with resources required for delivery. Resource is subject to budget decision at Full Council
Adoption of Strategy.	31-Mar-2023	No	Anticipate adoption by Cabinet by the end of July 2023 as this is dependant upon the Full Council decision with regard the budget
Implementation of Strategy.	01-Aug-2023	No	Milestone date simply reflects that implementation of the Strategy will follow its adoption by Cabinet. The scope of the Strategy, and any further milestones relating to the completion of



					specific activities, will be dependent on the funding/resources available.				
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing further actions following adoption of the Strategy. 2. Availability of empty homes that we can take forward under the Strategy. 3. Cost to Council of maintaining empty properties. 4. Potential reputational risk. 5. Staff shortages/competing priorities limit progress with developing Strategy.		4	4	1					



	New Ways of Delivering Housing on Council Land	Progress	<input type="text" value="20%"/>	Due Date	01-Dec-2023				
Project Summary	Alternative ways to deliver housing on surplus Council land (other than sale to a developer) to provide a greater financial return to the Council.								
Latest Update	01-Feb-2023 Advice obtained from NHC's Procurement Officer regarding the proposal to commission an external consultant to research the concept of joint ventures (JVs). Estates met with an external Chartered Surveyor to appraise them on each of the four Council sites. Chartered Surveyor to now approach a cross-section of the development market to scope options for JVs and to identify associated risks. This market research is due to be completed by the end of March 2023, with a report detailing the findings, providing recommendations for the sites and detailing other feasible options due to be provided by the end of May 2023. The current milestones/timings recorded for beyond March 2023 are no longer applicable at this stage and will be updated for the 2023/24 Council Delivery Plan. Risk level still assessed as medium, due to the uncertainty regarding options/approach.								
Milestone		Due Date	Complete	Note					
	Determine a way forward/partnership agreement with current provider.	31-Mar-2022	Yes	Establishing a way forward with the current provider was unsuccessful.					
	Start to consider other options for delivery.	31-Mar-2023	No	Following advice from Procurement, now working with external Chartered Surveyor to undertake a market research exercise with a cross-section of the development market regarding options for joint ventures.					
	If unsuccessful, prepare a tender exercise based on the four plots of land already determined.	01-Jul-2023	No	Further milestones/timings dependent on market research findings and a formal decision on the preferred way forward. Current milestones/timings no longer applicable at this stage. To be updated via the 2023/24 Council Delivery Plan.					
	Select supplier and move forward into the planning and delivery phase. Obtain relevant approval.	01-Sep-2023	No	As above.					
	Move to construction phase.	01-Dec-2023	No	As above.					
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Ensuring Contract Procurement Rules are adhered to. 2. Being able to develop a viable project. 3. Housing development subject to planning. 4. Working with the right supplier(s) for the Council. 5. Demand to provide more homes across the District.		5	5	5					


	Work with Stakeholders to Increase Accommodation Options for Single Homeless People	Progress	<input type="text" value="50%"/>	Due Date	31-Mar-2023				
Project Summary	Working with Haven First to secure development of purpose-built accommodation in Letchworth. Work with partners to deliver general and specialist accommodation.								
Latest Update	03-Feb-2023 On 13 December 2022, Cabinet approved the 2022/23 allocation of Homelessness Prevention Grant funding and the allocation of Rough Sleeping Initiative funding for the financial years 2022/23 to 2024/25. On 31 January 2023, Cabinet agreed a package of measures to help prevent/relieve homelessness. Whole single homeless pathway (from rough sleeping to independent resettlement) being reviewed on back of HCC prospectus and DLUHC funding invite under its Single Homelessness Accommodation programme and confirmation of two years ringfenced Homelessness Prevention Grant. As previously reported, this project aims to help mitigate the risk of homelessness associated with single homeless people with complex needs, but the threat of homelessness not only relates to individuals and couples, but to families too and we continue to assist all of those affected where required. The risk level of increased homelessness remains high due to many different factors e.g., the high support needs of homeless adults experiencing multiple disadvantages, the cost-of-living crisis, limited access to the private rented sector, availability of affordable housing and demands of refugee schemes.								
Milestone	Due Date	Complete	Note						
Work with Haven First to secure development of hostel accommodation in Letchworth.	31-Oct-2022	Yes	Haven First are merging with One YMCA and early indications are they will still look to proceed with the development of a new hostel for single homeless people in Letchworth that secured planning permission in February 2021. This is for Haven First/One YMCA to progress and to confirm project details/timings.						
Application and utilisation of grant funding to secure specialist provision.	13-Dec-2022	Yes	On 13 December 2022, Cabinet approved the 2022/23 allocation of Homelessness Prevention Grant funding and the allocation of Rough Sleeping Initiative funding for the financial years 2022/23 to 2024/25.						
Work with partners to secure accommodation for those with specific support needs.	31-Mar-2023	No	The possible delivery of a new hostel in Letchworth contributes to this milestone. This is an ongoing activity, and we continue to explore options for increasing accommodation solutions for people with specific support needs. Whilst there is a specific milestone date this is an on-going activity.						
Work with partners to secure general accommodation for homeless people.	31-Mar-2023	No	This is an ongoing activity, and we continue to explore options for increasing accommodation solutions for all homeless families/people. Whilst there is a specific milestone date this is an on-going activity.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. An excessive demand from the public for housing services. 2. A lack of alternative housing options. 3. An increase in the levels of homelessness. 4. An increased use of hotel accommodation for homeless households. 5. Major difficulties for some members of the public to access the private rented sector. 6. High levels of support are required for some clients/families.		8	8	5	Number of households living in temporary accommodation			104	N/A






	Local Plan Implementation	Progress	<input type="text" value="100%"/>	Due Date	31-Mar-2023				
Project Summary	Adoption of Local Plan by Council.								
Latest Update	20-Jan-2023 Window for Judicial Review challenge expired December 2022. No challenge received by NHC or Planning Inspectorate – confirmed January 2023. An ‘out of time’ challenge could exceptionally be allowed at Courts’ discretion, but time periods were widely advertised, and no challenge being received after 10 weeks suggests this is highly unlikely. In view of this, and the fact Local Plan adoption has removed the majority of described risks, the likelihood risk score has been reduced to low.								
Milestone	Due Date	Complete	Note						
Receipt of Inspector's letter.	30-Sep-2022	Yes	Completed.						
Adoption of Plan by Full Council.	30-Nov-2022	Yes	Completed.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Delay in inspectors report on the new Local Plan, resulting in a longer period without appropriate guidance (risk removed). 2. Increased uncertainty of planning policy base (risk removed). 3. Delay or failure to adoption/implementation of the new Local Plan (risk removed). 4. Legal challenge to Local Plan (minor residual risk remains). 5. Intervention by the Secretary of State i.e., issuing a holding direction (risk removed). 6. ‘Hostile’ applications in areas not designated within the Local Plan.		9	6	6					
	Master Planning	Progress	<input type="text" value="0%"/>	Due Date	31-Mar-2023				
Project Summary	Secure funding for Master Plans. Develop Master Plans and seek adoption. Focus is on 6 Strategic sites (approximately 8,500 homes in total) that account for the majority of homes, although there are 12 other sites (approximately 2,500 additional homes) presently captured by masterplan policy requirements.								
Latest Update	20-Jan-2023 Although not reflected in the action's progress bar, development of masterplans for six Strategic sites is progressing. Liaison with developers and identification of Council's expectations with regard master planning has been completed for five of the sites. Four also have Planning Performance Agreements, and one will not require a PPA as masterplan being produced retrospectively as part of planning application process. Risks relating to modifications to, and non-adoption of, the Local Plan have been removed. However, there are now new risks linked to delivery of Strategic sites - inability to recruit sufficiently experienced officers and adverse appeal findings on other/non-Local Plan sites should delivery be delayed or stalled. Therefore, risk level still assessed as medium.								
Milestone	Due Date	Complete	Note						
1. Liaise with developers and identify the Council's expectations with regard master planning.	31-Mar-2023	No	Timescales will be different for each strategic site identified in the Local Plan. Work is ongoing and regularly reported on specific sites progress to Project Board.						
2. Secure funding for master planning through the development of Planning Performance Agreements to seek to cover NHC and HCC costs as far as is practicable.	31-Mar-2023	No	Timescales will be different for each strategic site identified in the Local Plan. PPA's have been secured for a number of strategic sites and Project board is kept up to date.						
3. Present master plans to Project Board for comment and support to forward onto Full Council or Planning Committee as appropriate for approval.	31-Mar-2023	No	Timescales will be different for each strategic site identified in the Local Plan. Specific masterplans have are continue to be presented to Project Board						



Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Failure to secure funding to resource the process. 2. Inspector's report modifies master planning policy (risk removed). 3. Non-adoption of the Local Plan (risk removed). 4. Reduction in pre-application income and delay to income from planning applications. 5. Failure to recruit sufficiently experienced officers. 6. Risk of adverse appeal findings on other/non-Local Plan sites if delivery is delayed or stalled.		5	5	3					



	Financial Sustainability/Balancing our Budget	Progress	<input type="text" value="33%"/>	Due Date	30-Sep-2023				
Project Summary	To deliver a medium- term balanced budget for the Council that reflects Council priorities.								
Latest Update	03-Feb-2023 Budget approved by Cabinet (in January) for recommendation on to Council. The Local Government settlement was better than forecast but no certainty over medium-term funding. Inflation and other factors are leading to late budget changes and increase the level of uncertainty, so the risk level remains high.								
Milestone	Due Date	Complete	Note						
Medium Term Financial Strategy (aligned to Council Plan) approved by Council.	22-Sep-2022	Yes	Completed.						
Budget for 2023/24 approved by Council.	23-Feb-2023	No							
Respond to expected consultation on funding reform.	30-Sep-2023	No	Not now expected to have consultation until summer 2023 (original due date was 31 July 2022).						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Funding reductions as a result of new funding formula. 2. Loss of sales, fees, and charges income due to continuing impact of COVID-19. 3. Not able to make the required decisions to deliver budget savings required. 4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases.		9	9	5					



	Full Review of Council Tax Reduction Scheme	Progress	<div style="border: 1px solid black; background-color: #ADD8E6; width: 80px; text-align: center; padding: 2px;">75%</div>	Due Date	31-Mar-2023					
Project Summary	Implement a new scheme that is affordable, easy to administer and understand and fair to recipients.									
Latest Update	25-Jan-2023 Project progressing well. Reports presented to Cabinet (December 2022) and Full Council (January 2023). Full Council approved adoption of a new Council Tax Reduction Scheme for 2023/24, including a discretionary scheme to provide additional transitional support. Where appropriate, we will be communicating with claimants adversely effected by the changes. Work is now underway to make the required changes prior to annual billing (February 2023) and commencement of the new scheme on 1 April 2023. Continues to be assessed as low risk.									
Milestone		Due Date	Complete	Note						
Engage consultant to support the project.		31-Mar-2022	Yes	Completed.						
Options appraisals conducted and consultation carried out with public and major preceptors.		30-Oct-2022	Yes	Options appraisals completed 23 June 2022. Consultation period ended 30 October 2022.						
Reports to Committees - September, December, and January.		31-Jan-2023	Yes	Update reported to Cabinet on 13 September 2022. Further update presented to PLB on 1 November 2022. Details of proposed new scheme reported to Cabinet (13 December 2022) and Full Council (19 January 2023).						
Scheme implemented.		31-Mar-2023	No							
Page 99	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	Lack of resources and specific skills to deliver. Impact on the project of consultation outcomes.		5	3	3					




	Response to Government Resources and Waste Strategy	Progress	<div style="border: 1px solid black; background-color: #ADD8E6; width: 80px; text-align: center; padding: 2px;">83%</div>	Due Date	31-Mar-2023
Project Summary	For this year, to engage with Councillors on a service design for the forthcoming new contract process. Actions in relation to new contract and finalising service design will follow in 2023/24 onwards.				
Latest Update	31-Jan-2023 Project Board has identified some additional areas of work for the project team regarding consideration of the real living wage. DEFRA have also indicated some requirements (although outcomes still not published) which fall outside of our current contract approach which are being considered in the drafting of documents. A new project identified for the 2023/24 Council Delivery Plan will supersede this project once the SQ has been published, which is now due by the end of February 2023. Risk level still assessed as high, relating to both procurement of the new contract and development of fit for purpose depots.				
Milestone		Due Date	Complete	Note	
Initial member consultation and service design.		25-Aug-2022	Yes	Member consultation completed. Consisted of joint cross-party workshops over two months. Additional member briefings also undertaken to outline the proposed service design.	
Report presented to O&S.		28-Sep-2022	Yes	Milestone complete.	
Pre-engagement.		18-Oct-2022	Yes	Pre-engagement work is complete. Further updates to the procurement strategy at Project Board due on 30 November 2022.	


Report presented to Cabinet.	25-Oct-2022	Yes	Report presented to the Extraordinary Cabinet meeting held on 25 October 2022.						
Project Board established.	30-Nov-2022	Yes	Completed.						
Publication of Selection Questionnaire (SQ).	05-Dec-2022	No	Propose to change due date to 28 February 2023, as documents are still being drafted.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Delays in confirmation of government strategy or legislation. 2. Protracted decision making. 3. Lack of interest from suppliers. 4. Increased cost uncertainty. 5. Reduced income from chargeable services. 6. Protracted contract negotiations. 7. Confusion by residents over new services. 8. Reduction in resident satisfaction due to requirements to recycle more etc. 9. Impact on Council reputation due to difficult service change implementation. 10. Failure by Government to honour 'New Burdens' doctrine.		9	9	5	Kg residual waste per household			255kg	264kg
					Percentage of household waste sent for reuse, recycling and composting			56.54%	57.5%

	Green Space Management Strategy	Progress	<input type="text" value="50%"/>	Due Date	31-Mar-2023				
Project Summary	For this year, installation of interactive play, wilding projects and other projects (as determined).								
Latest Update	25-Nov-2022 All four interactive play equipment projects completed/opened - Bancroft, Hitchin (April 2022), Serby Avenue, Royston (July 2022), Holroyd Crescent, Baldock (August 2022) and Jackmans Central, Letchworth (September 2022). Wilding projects are being delivered. Over seeding etc. has been undertaken at several new locations, which also included over seeding of those areas seeded last year that suffered due to the hot summer. Trees and hedge stock have been ordered for planting over the winter. There is no change in the risk levels.								
Milestone	Due Date	Complete	Note						
Installation of interactive play.	16-Sep-2022	Yes	Four projects completed/opened.						
Wilding project.	31-Mar-2023	No	Funding secured and associated works managed by CMS.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Tenders received are not within budget.		1	1	1					

	Charnwood House	Progress	<input type="text" value="55%"/>	Due Date	31-Mar-2024				
Project Summary	Leasing the property as a Community Hub.								
Latest Update	13-Jan-2023 Charnwood Community Management Association updated survey received. Options report from local marketing agent also recently received. Meeting with relevant Officers and Executive Members held on 9 January 2023, to discuss survey findings. Officers now appraising identified remedial works and costings, and the option report findings. Council to consider/approve required project budget in February 2023. A light marketing exercise will then be undertaken in early 2023/24, prior to seeking a Cabinet decision on a preferred approach. As key decisions have not yet been fully appraised/taken, the risk level is still assessed as medium due to the remaining uncertainty, although this is likely to decrease as the project progresses, depending on the tenant selected.								
Milestone	Due Date	Complete	Note						
Exploration of options.	31-Mar-2022	Yes	Milestone specified in the approved Council Delivery Plan entered in error. Therefore, milestone completed and retained for audit purposes.						
Market site (informally) for leasing as community hub, on non-committal basis.	29-Jul-2022	Yes	Meeting with interested parties held on 29 July 2022 to galvanise interest.						
Asbestos removed and air testing completed.	12-Oct-2022	Yes	Completed.						
New milestone - Updated survey and costings for refurbishment works received.	08-Dec-2022	Yes	Completed.						
New milestone - Options report received.	11-Jan-2023	Yes	Completed.						
Appraise options report and the remedial works/costings highlighted in the updated survey.	23-Feb-2023	No							
New milestone - Council decision on project budget.	23-Feb-2023	No							
New milestone - Undertake light marketing exercise.	30-Jun-2023	No							
Negotiate terms with selected tenant. Seek Cabinet decision. Complete lease.	31-Mar-2024	No	Milestone completion in 2023/24. Actual due date still to be confirmed. Possibly split into further milestones for the 2023/24 CDP.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Covenant restriction on use. 2. Statute restriction on use. 3. Viability of Listed Building consent conditions. 4. Demand for community hub. 5. Delays due to Asset of Community Value (ACV) listing.		5	5	1					

	Museum Storage	Progress	<input type="text" value="0%"/>	Due Date	31-Mar-2024				
Project Summary	Overall to construct a fit-for-purpose museum storage facility. In this year to complete work to enable construction to commence from 2023/24.								
Latest Update	23-Jan-2023 Following the provision of expert procurement advice, which made the preferred procurement pathway clearer, we are now pursuing the appointment of a contractor via the SCAPE framework, who will conduct an initial viability report on the site. Alongside this, a separate Project Manager/Quantity Surveyor will be appointed to work alongside officers to deliver the project and protect the Council's interests from a technical perspective. We aim to have contracted with both of these entities early in 2023. Following the appointment of the principal contractor and Project Manager/Quantity Surveyor, and receipt of the viability report, we will agree the final design based on the specification. The viability report will evaluate the site we intend to build on and offer an indicative cost for the works. Planning permission can then be submitted accordingly. It is still anticipated that clearance of the existing site will take place in Q2 2023, prior to construction works commencing in autumn 2023 due to the length of time planning permission is anticipated to take. Once this is secured, construction is estimated to last for 12 months with transfer of the collection, commissioning and full operation of the new store targeted to occur in early 2025. Milestone due dates need to be revised to reflect the current project plan and timescales.								
Milestone	Due Date	Complete	Note						
Finalise Business Case and specification, and seek approvals.	01-Sep-2022	No	Propose to change due date to 31 March 2023 to reflect current project plan and timescales.						
Agree the design and submit planning application along with seeking other required permissions.	31-Jan-2023	No	Propose to change due date to 30 June 2023 to reflect current project plan and timescales.						
Existing Bury Mead site to be cleared prior to works commencing (although the previous Hitchin Museum building is no longer an option to help with this).	30-Jun-2023	No	Although the project is in the early stages, it is still currently anticipated that the clearance of the existing site will take place by the end of June 2023, prior to construction works commencing.						
Move to construction phase will commence in 2023/24.	31-Oct-2023	No	To follow completion of the previous milestones. Current estimates are that construction works will commence in autumn 2023 and last for 12 months, with transfer of the collection, commissioning and full operation of the new store to occur in early 2025.						
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Funding the project. 2. Unforeseen issues with the development. 3. Lower utilisation of the commercial storage opportunity than expected. 4. Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial).		5	5	3					

	Local Government Boundary Review	Progress	<div style="border: 1px solid black; background-color: #ADD8E6; width: 80px; text-align: center; padding: 2px;">75%</div>	Due Date	31-Mar-2023				
Project Summary	To support and consult on the Boundary Review.								
Latest Update	20-Jan-2023 The Council's response to the second LGBCE consultation on their proposed warding arrangements was considered and approved at the Extraordinary Council meeting on 19 December 2022, subject to amendments. This was subsequently submitted to the LGBCE by the relevant closing date. LGBCE is due to publish its final recommendation on 28 March 2023, and a new milestone has been added to reflect this. Risk level remains low, although until the LGBCE publishes its recommendation, there is still a slight possibility that a further consultation could be required.								
Milestone		Due Date	Complete	Note					
Provision of any additional information to LGBCE on warding patterns.		31-May-2022	Yes						
Consultation on warding patterns by LGBCE with Council, Political Groups and General Public.		18-Oct-2022	Yes	Consultation closed on 10 August 2022. NHC submission submitted on 21 July 2022. LGBCE met on 18 October 2022.					
Consultation on draft recommendations with Council, Political Groups and General Public.		10-Jan-2023	Yes	NHC submitted its response to the LGBCE consultation on warding arrangements by the relevant closing date.					
LGBCE publishes its final recommendation.		28-Mar-2023	No	New milestone.					
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	Failure to meet set deadlines.		3	3	3				
	Failure to agree NHC consultation submission.								
	Shared Prosperity Fund	Progress	<div style="border: 1px solid black; background-color: #ADD8E6; width: 80px; text-align: center; padding: 2px;">40%</div>	Due Date	31-Mar-2023				
Project Summary	Deliver projects to support the aims of the Shared Prosperity Fund, as agreed with Government.								
Latest Update	03-Feb-2023 We have received confirmation from Government in relation to our spending plan and there is some more flexibility in terms of when the money has to be spent by (reflecting when approval was received). Work is underway to spend the year 1 allocations and plan for future years.								
Milestone		Due Date	Complete	Note					
Submit Investment Plan.		28-Jul-2022	Yes	Completed.					
Work with Government on approval of Investment Plan.		31-Dec-2022	Yes	Completed.					
Deliver projects: Continue community wealth fund.		31-Mar-2023	No						
Deliver projects: Recruit sports development officer. Deliver outdoor fitness classes and first set of new outdoor exercise equipment.		31-Mar-2023	No						
Deliver projects: Town Centre regeneration plans and initial activities.		31-Mar-2023	No						


Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Lack of general resources to deliver these projects as they are on top of those in service plans. 2. Failure to spend the money in the correct year, especially if there are delays in Government approval. 3. Lack of expertise in providing the required returns to Government on use of the grant. 4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period.		5	5	3					

	Churchgate	Progress	<input type="text" value="50%"/>	Due Date	31-Mar-2023
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Project Summary	Identifying, consulting on, and delivering long-term regeneration of the shopping centre and surrounding areas.
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Latest Update	01-Feb-2023 Update report presented to Council on 19 January 2023. Further milestones added for 2022/23 to reflect key tasks identified in the project plan.
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Milestone	Due Date	Complete	Note
Set up project board.	30-Sep-2022	Yes	Completed.
Produce project plan, including communications plan.	31-Oct-2022	Yes	Project plan in place and in line with NHC's Project Management Framework.
Report back to Council setting out short, medium and long-term approach with draft project plan.	31-Jan-2023	Yes	Completed.
Conduct public consultation (Phase 1).	28-Feb-2023	No	Phase 1 survey closes on 5 February 2023. We will then analyse data, with help from Zencity.
Open in-person Hub in Unit 10, Churchgate.	17-Mar-2023	No	To provide a base for officers to work from and create a presence within the premises. Members of the community and businesses to be encouraged to come in to find out more about the project.
Sharing results, by releasing top level information to the community via Comms.	17-Mar-2023	No	Focus on key themes identified from the survey. Various communication channels to be used, as defined in the Comms Plan.

Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. The regeneration will not meet expectations of stakeholders. 2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession.		9	9	6					

PIs and Risks Not Linked to Specific Projects

Risks	Risk Level	Original Score	Current Score	Target Score
Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. The cost of living crisis is leading to Government providing targeted support to individuals/households, some of which requires our support to administer. The shortage of staff and other resources may affect our ability to respond, even if money is available.		8	8	2

Performance Indicators	Status	Trend	Value	Target
Electricity and gas energy consumption (kWh) - 100% of reported energy consumption is from green energy sources			1,280,360	1,781,751

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**CABINET
14 MARCH 2023**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: COUNCIL DELIVERY PLAN FOR 23-24

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: LEADER OF THE COUNCIL

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

1. EXECUTIVE SUMMARY

This report presents the Council Delivery Plan for 23-24, which includes

- The setting of key Council projects
- The identification of risks relating to delivery of the projects and
- The setting of Performance Indicators (PIs) to measure progress

2. RECOMMENDATIONS

- 2.1. That Cabinet considers and formally approves the Council Delivery Plan to be monitored throughout 2023/2024 by Overview & Scrutiny Committee.

3. REASONS FOR RECOMMENDATIONS

- 3.1. An approved Council Delivery Plan provides the Cabinet with assurance that progress against achievement of the Council Plan objectives, will be monitored throughout 2023/24.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1. None Considered.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. The Council Delivery Plan was compiled in consultation with Executive Members who were consulted on the elements relating to their area of responsibility.
- 5.2. The Plan is reviewed by Overview and Scrutiny Committee and Finance Audit and Risk Committee, who can make recommendations to Cabinet.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision first notified on the Forward Plan on the 23 January 2023.

7. BACKGROUND

- 7.1. In December 2021, Cabinet reviewed the proposal to introduce an integrated Performance Management Framework for 22-23 onwards. The proposal was approved.
- 7.2. Previously, only Performance Indicators were approved by Cabinet with no clear link to projects being undertaken or the risks being managed within the Service areas.
- 7.3. The new approach requires Cabinet approval for the projects, risks, and performance indicators to support the delivery of the Council Plan.

8. RELEVANT CONSIDERATIONS

- 8.1 The Council Delivery Plan (Appendix A), has been compiled by the Leadership Team, in consultation with Executive Members and brings together all the elements of Integrated Performance Management (Projects, Risks and Performance indicators) into one plan.
- 8.2 The Projects outlined in the Delivery Plan are detailed in the Council Plan 2022-27, or clearly linked to the Council Plan priorities and themes. The Council will also carry out other projects, that are linked to a statutory duty or support the delivery of Council functions. These other projects have been included if they are significant in terms of impact (e.g., in relation to staff or financial resources), but the focus is on what contributes towards delivering the Council Plan. For longer term projects, milestones will be used to monitor progress achieved during the year, and these will be added prior to the first quarter monitoring report.
- 8.3 The Risks, are those that could impact on the delivery of the Council Plan, or the Projects linked to the Council Plan. They include the level of likelihood and impact, and the mitigations to be put in place to minimise the level or risk
- 8.4 The Performance Indicators will be the means to show us how well we are doing at achieving the priorities within the Council Plan, including measures linked to the projects detailed above.
- 8.5 Appendix B is a high- level summary of projects and includes 19 Projects carried forward from the 22-23 year, 10 new projects for the 23-24 year and the 11 projects to be deleted from the plan, which have either completed, merged into other projects, or have been established as Business as Usual. These are being reported for completeness, to finalise the removal of projects from the reporting process where applicable.
- 8.6 The existing Risk and Performance Indicator entries on Pentana (the Council's Risk and Performance Monitoring software), have been cross referenced to the Council Delivery Plan and matched where appropriate.

- 8.7 Once approved, the Council Delivery Plan will form the basis of quarterly reporting to Overview and Scrutiny to monitor Performance for the 2023-24 year. It is expected that they will make recommendations to Cabinet throughout the year.
- 8.8 Finance Audit and Risk Committee no longer receive regular reports on specific risks but will receive reports in relation to the effective development and operation of risk management. They have been given the opportunity to comment on the Plan at the formulation stage.

9. LEGAL IMPLICATIONS

- 9.1 The constitution determines the role of Cabinet as including: “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” (paragraph 5.6.3) .
- 9.2 The constitution determines the role of Overview and Scrutiny as including: “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” (paragraph 6.2.7 (s)).
- 9.3 The constitution determines the role of Finance, Audit and Risk Committee as including: “to monitor the effective development and operation of risk management and corporate governance, agree actions (where appropriate) and make recommendations to Cabinet” (paragraph 10.1.5 (u)).

10. FINANCIAL IMPLICATIONS

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

11. RISK IMPLICATIONS

- 11.1 The Council Delivery Plan aims to support the risk management process by directly linking the risks to projects being undertaken. 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 also enables Service Managers to get value from the risk monitoring process as a useful component of service management.

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 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriated services to the Community to meet different people's needs.

13. SOCIAL VALUE IMPLICATIONS

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

14. HUMAN RESOURCE IMPLICATIONS

- 14.1 There will continue to be a need to align Council and Service objectives with available people resources to be able to achieve them. The Council Delivery Plan will help to make that link clearer.

15. ENVIRONMENTAL IMPLICATIONS

- 15.1 There are no known Environmental impacts or requirements that apply to this report. However, a number of the projects to be monitored throughout the year are related to key environmental issues.

16. APPENDICES

Appendix A – Council Delivery Plan 23-24
Appendix B – Summary of Projects

17. CONTACT OFFICERS

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20. BACKGROUND PAPERS
None


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	Museum/HTH Recovery	Progress		Due Date					
Project Summary	To rebuild museum visitor numbers, Town Hall usage and income.								
Latest Update	Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. All related milestones carry the risk of new emerging variants or a worsening Covid picture; separately, the booking of Hitchin Town Hall and income levels may be impacted by the rising cost of living and the reduced levels of disposable income. 2. Lack of interest in the facilities following extended period of closure and restrictions. 3. Inability to generate income as well as hoped and to the levels targeted.		5	3	1	Museum visitor numbers				28,125


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	Town Centre Recovery	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	Completion of economic recovery strategies for four towns. Development of permit scheme for experimental Traffic Regulation Orders.								
Latest Update	Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing the project – limited budget available. 2. Town Strategy not yet in place.		3	3	1					


	Health Inequalities	Progress		Due Date					
Project Summary	To secure funding for projects (targeting HCC Public Health) to address health inequalities. Then develop actions based on funding available and terms attached.								
Latest Update	Project carried forward from 22-23 year Relates to two areas - Health & Wellbeing and Environmental Health (EH subject to new revenue proposal being put forward)								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Inability to achieve funding. 2. Delays in achieving funding affects delivery of outcomes. 3. Terms of any funding affects what can be delivered. 4. Staff shortages/competing priorities limit progress.		7	3	3					


	Resident/Public EV Charging in our Car Parks	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	Grant application to Office for Zero Emission Vehicles for funding. Further actions dependent on funding awarded.								
Latest Update	Project carried forward from 22-23 year Subject to Grant Funding being awarded.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Not successful in obtaining grant funding. 2. Unable to identify/procure a private sector partner.		5	5	1					


	Cycling Network	Progress		Due Date					
Project Summary	Working with HCC as they develop a Local Cycling & Walking Infrastructure Plan (LCWIP). Use to inform a North Herts cycle strategy.								
Latest Update	Project carried forward from 22-23 year LCWIP now expected to be adopted by October 2023. Work on NHC Cycle Strategy will then follow								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Resourcing for NHC and HCC. 2. Timing and adoption of LCWIP by HCC Transport Panel/Cabinet. 3. Limits to what can be achieved in this financial year.		3	3	1					


	Royston Leisure Centre Solar Thermal	Progress		Due Date						
Project Summary	Installation of Solar Thermal technology at Royston Leisure Centre.									
Latest Update	Project carried forward from 22-23 year									
	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	1. Tender returns over budget. 2. Delays to project plan.		5	5	5					


	Town Centre Strategies	Progress		Due Date						
Project Summary	Complete High Level Town Centre Recovery Action Plans for each town. Develop project plan for detailed Plans based on high level report.									
Latest Update	Project carried forward from 22-23 year Now anticipate presenting a related report to Cabinet in July 2023. Details/timings for individual strategies will then follow.									
	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	1. Lack of available resource to produce and deliver identified strategies.		5	5	1					


	Finalise Pay on Exit Parking Review	Progress		Due Date						
Project Summary	Complete project plan and undertake procurement process.									
Latest Update	Project carried forward from 22-23 year Milestones for 2023/24 (procurement/phase 1 (trial) implementation) subject to availability of associated Capital budget.									
	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	1. Budget implications of selected scheme.		1	1	1					


	Replacement of Royston Town Hall Annexe	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	In this year, to market the site on a non-committal basis to assess options. To then report to Cabinet for a decision. Project will span more than one year.								
Latest Update	Current estimate is that a new lease could be completed and signed by March 2024.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Cost and time in acquiring rights or addressing restrictions are prohibitive. 2. Planning permission refused or subject to unviable conditions. 3. Desire to retain partial community use impinges on viability. 4. Build cost inflation impinges on viability. 5. Lack of engagement from HCC restricts our ability to acquire access rights. 		5	5	2					


	Supplier Self-Service	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	Technology in place that allows suppliers to update their details, submit invoices and view payments electronically.								
Latest Update	Delayed from 2022/23. To be reviewed to consider whether it is a priority.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Failure to find viable solution. 2. Resource issues delay progress. 3. Suppliers do not submit invoices via the portal, fail to achieve efficiencies. 4. Data security issues. 		5	2	1					

	Empty Homes Strategy	Progress	<input type="text" value="0%"/>	Due Date						
Project Summary	Develop and implement a strategy to seek to return Empty Homes.									
Latest Update	Project carried forward from 22-23 year Anticipate adoption by Cabinet in March 2023. Scope, and further milestones, dependent on funding/resources available									
	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	<ul style="list-style-type: none"> 1. Resourcing further actions following adoption of the Strategy. 2. Availability of empty homes that we can take forward under the Strategy. 3. Cost to Council of maintaining empty properties. 4. Potential reputational risk. 5. Staff shortages/competing priorities limit progress with developing Strategy. 		4	4	1					


	New Ways of Delivering Housing on Council Land	Progress		Due Date						
Project Summary	Alternative ways to deliver housing on surplus Council land (other than sale to a developer) to provide a greater financial return to the Council.									
Latest Update	Project carried forward from 22-23 year Following the research into and assessment of various options, expect a decision on a preferred approach by the end of 2023.									
	Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
	<ul style="list-style-type: none"> 1. Ensuring Contract Procurement Rules are adhered to. 2. Being able to develop a viable project. 3. Housing development subject to planning. 4. Working with the right supplier(s) for the Council. 5. Demand to provide more homes across the District. 		5	5	5					


	Work with Stakeholders to Increase Accommodation Options for Single Homeless People	Progress		Due Date					
Project Summary	Working with One YMCA to secure development of purpose-built accommodation in Letchworth. Work with partners to deliver general and specialist accommodation.								
Latest Update	Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. An excessive demand from the public for housing services. 2. A lack of alternative housing options. 3. An increase in the levels of homelessness. 4. An increased use of hotel accommodation for homeless households. 5. Major difficulties for some members of the public to access the private rented sector. 6. High levels of support are required for some clients/families. 		8	8	5	Number of households living in temporary accommodation				N/A


Page 19	Master Planning	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	Secure funding for Master Plans. Develop Master Plans and seek adoption. Focus is on 6 Strategic sites (approximately 8,500 homes in total) that account for the majority of homes, although there are 12 other sites (approximately 2,500 additional homes) presently captured by masterplan policy requirements.								
Latest Update	. Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Failure to secure funding to resource the process. 2. Inspector's report modifies master planning policy (risk removed). 3. Non-adoption of the Local Plan (risk removed). 4. Reduction in pre-application income and delay to income from planning applications. 5. Failure to recruit sufficiently experienced officers. 6. Risk of adverse appeal findings on other/non-Local Plan sites if delivery is delayed or stalled. 		5	5	3					


	Financial Sustainability/Balancing our Budget	Progress		Due Date					
Project Summary	To deliver a medium- term balanced budget for the Council that reflects Council priorities.								
Latest Update	. Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Funding reductions as a result of new funding formula. 2. Loss of sales, fees, and charges income due to continuing impact of COVID-19. 3. Not able to make the required decisions to deliver budget savings required. 4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases.		9	9	5					


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	Charnwood House	Progress		Due Date					
Project Summary	Leasing the property as a Community Hub.								
Latest Update	Project carried forward from 22-23 year Although still in the initial stages of the project, expect to have a received a decision on a preferred approach, negotiated terms and completed the required lease by mid-2024.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Covenant restriction on use. 2. Statute restriction on use. 3. Viability of Listed Building consent conditions. 4. Demand for community hub. 5. Delays due to Asset of Community Value (ACV) listing.		5	5	1					


	Museum Storage	Progress	<input type="text" value="0%"/>	Due Date					
Project Summary	Overall to construct a fit-for-purpose museum storage facility. In this year to complete work to enable construction to commence from 2023/24.								
Latest Update	Project carried forward from 22-23 year New facility expected to be completed and operational by early 2025.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Funding the project. 2. Unforeseen issues with the development. 3. Lower utilisation of the commercial storage opportunity than expected. 4. Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial). 		5	5	3					


	Shared Prosperity Fund	Progress		Due Date					
Project Summary	Deliver projects to support the aims of the Shared Prosperity Fund, as agreed with Government.								
Latest Update	Project carried forward from 22-23 year								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<ul style="list-style-type: none"> 1. Lack of general resources to deliver these projects as they are on top of those in service plans. 2. Failure to spend the money in the correct year, especially if there are delays in Government approval. 3. Lack of expertise in providing the required returns to Government on use of the grant. 4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period. 		5	5	3					


	Churchgate	Progress		Due Date					
Project Summary	Identifying, consulting on, and delivering long-term regeneration of the shopping centre and surrounding areas.								
Latest Update	Project carried forward from 22-23 year Project to continue in 2023/24, with focus on initial consultation, opening of digital and in-person hubs, appointment of consultants, and the move to Phase 2 consultation								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. The regeneration will not meet expectations of stakeholders. 2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession.		9	9	6					


	Create and Communicate a Place Narrative for North Herts	Progress		Due Date					
Project Summary	To create and communicate a clear and consistent story of our district which will be incorporated in future Council comms and used to attract funding and visitors to our district through inclusion in our 2023 Enterprise strategy.								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
That other unplanned urgent communication workload/projects take priority and result in the target stage dates being missed/needing to be moved.		1		1					


	Enterprise Strategy	Progress		Due Date					
Project Summary	Development and approval of an Enterprise Strategy, incorporating Commercial, Economic Development and Tourism.								
Latest Update	New for 23/24 Supersedes two previously reported CDP projects relating to separate Economic Development and Tourism strategies.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Delay in development of strategy and associated resourcing		2		1					

	Local Plan Delivery / Review	Progress		Due Date					
Project Summary	Deliver and review the NH Local Plan								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1 – Delay in delivery of main sites leading to hostile applications. Linked to Masterplanning project.		5		3					

	Oughtonhead Common Weir	Progress		Due Date					
Project Summary	Replace the collapsed weir.								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
<p>1. External funding from HCC, EA and Residents is not available</p> <p>2. There is a limited availability of consultants that can undertake the detailed designs required for this project which may impact upon the timeline for delivery</p> <p>3. The existing situation could deteriorate quickly prior to any works being undertaken requiring a prompt temporary solution to manage the immediate situation</p>		4	4	2					


	Playground Renovation 2023/24 Program	Progress		Due Date					
Project Summary	Progress playground renovation projects, as per the Greenspace Strategy								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Groundwork not secured to deliver the projects 2023 - 24 2. Budget insufficient to deliver project following appropriate public consultation		3	3	2					


	Waste & Street Cleansing Contract Procurement	Progress		Due Date					
Project Summary	Procurement of Waste & Street Cleansing contract.								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Unable to secure interested bidders 2. Capacity of key staff 3. Depots not fit for purpose/available 4. Governments R&WS differs from specification 5. Costs are over budget		9	9	9	Kg residual waste per household				264kg
					Percentage of household waste sent for reuse, recycling and composting				57.5%

	Waste Depot	Progress		Due Date					
Project Summary	New waste depot, co-located with a HCC transfer station and household waste recycling centre.								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1. Funding not available for EV charging 2. Fuel tank not fit for purpose/available for HVO 3. Planning permission refused for Buntingford depot 4. Capital works money not available 5. Lease not secured for Letchworth Depot 6. Business case and planning permission not approved for new Northern depot		9	9	5					



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	Local Authority Housing Fund	Progress		Due Date					
Project Summary	Delivery of additional housing through Registered Providers..								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
The funding provided is still not enough to make it viable. The terms of the funding are not flexible enough to allow the partial delivery against our allocation.	High impact, medium likelihood			1	Number of main scheme houses delivered Number of larger houses delivered				2 1

	Leisure Contract Procurement	Progress		Due Date					
Project Summary	Delivery of additional housing through Registered Providers..								
Latest Update	New for 23/24 Includes development of strategies and procurement processes.								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1.In-house staff capacity to deliver the procurement 2.Delays to project plan 3. Affordability 4. Operational issues at handover (if awarded to new contractor)		5	5	3					

	Solar PV on Leisure Centres	Progress		Due Date					
Project Summary	Installation at the three leisure centres								
Latest Update	New for 23/24								
Risks	Risk Level	Original Score	Current Score	Target Score	Performance Indicators	Status	Trend	Value	Target
1.Tender returns over budget 2. Delays to project plan		5	5	3	Units of Electricity Generated by Solar PV				Proposed as information only for first year

PIs and Risks Not Linked to Specific Projects

Risks	Risk Level	Original Score	Current Score	Target Score
Resourcing - Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. The cost of living crisis is leading to Government providing targeted support to individuals/households, some of which requires our support to administer. The shortage of staff and other resources may affect our ability to respond, even if money is available.		8	8	2
IT/ Cyber Risks - To reflect the significant impact that any loss of IT systems would have on the Council.		8	8	6

Performance Indicators	Status	Trend	Value	Target
Electricity and gas energy consumption (kWh) - 100% of reported energy consumption is from green energy sources				1,781,751
Percentage of NNDR collected in year				86.5%
Percentage of council tax collected in year				91.5%
Percentage of raised sales invoices due for payment that have been paid				97%
% of payments received that were paid by electronic methods				99.3%
Miles driven by NHC full electric vehicles				26,250
Social Value - Value of Social Value committed via Social Value Portal/ Value of Social Value measured as delivered via Social Value portal				Proposed as data only for first year of use
Bancroft Café Kiosk - Value of sales at the new kiosk.				Proposed as data only for first year of use

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Project details (milestones, performance indicators and risks) to be updated and further developed via 2022/23 year-end monitoring and the transition into the 2023/24 Council Delivery Plan.

Proposed Council Delivery Plan Projects for 2023/24 – Summary

Project	Project Summary	Comments
Projects Carried Forward from 2022/23		
Museum/HTH Recovery	To rebuild museum visitor numbers, Town Hall usage and income.	
Town Centre Recovery	Completion of economic recovery strategies for four towns. Development of permit scheme for experimental Traffic Regulation Orders.	
Health Inequalities	To secure funding for projects (targeting HCC Public Health) to address health inequalities. Then develop actions based on funding available and terms attached.	Relates to two areas - Health & Wellbeing and Environmental Health (EH subject to new revenue proposal being put forward)
Resident / Public EV Charging in our Car Parks	Submit grant application to Office for Zero Emission Vehicles for funding. Further actions dependent on funding awarded.	Subject to grant funding being awarded.
Cycling Network	Working with HCC as they develop a Local Cycling & Walking Infrastructure Plan (LCWIP). Use to inform a North Herts cycle strategy.	LCWIP now expected to be adopted by October 2023. Work on NHC Cycle Strategy will then follow.
Royston Leisure Centre Solar Thermal	Installation of Solar Thermal technology at Royston Leisure Centre.	Expected to be completed mid-2023.
Town Centre Strategies	Complete High Level Town Centre Recovery Action Plans for each town. Develop project plan for detailed Plans based on high level report.	Now anticipate presenting a related report to Cabinet in July 2023. Details/timings for individual strategies will then follow.
Finalise Pay on Exit Parking Review	Complete feasibility study and report to Cabinet on options.	Milestones for 2023/24 (procurement/phase 1 (trial) implementation) subject to availability of associated Capital budget.
Replacement of Royston Town Hall Annexe	In this year, to market the site on a non-committal basis to assess options. To then report to Cabinet for a decision. Project will span more than one year.	Current estimate is that a new lease could be completed and signed by March 2024.
Supplier Self-Service	Technology in place that allows suppliers to update their details, submit invoices and view payments electronically.	Delayed from 2022/23. To be reviewed to consider whether it is a priority.
Empty Homes Strategy	Develop and implement a strategy to reduce numbers of Empty Homes.	Anticipate adoption by Cabinet in Summer 2023. Scope, and further milestones, dependent on funding/resources available.
New Ways of Delivering Housing on Council Land	Alternative ways to deliver housing on surplus Council land (other than sale to a developer) to provide a greater financial return to the Council.	Following the research into and assessment of various options, expect a decision on a preferred approach by the end of 2023.
Work with Stakeholders to Increase Accommodation for Single Homeless People	Working with Haven First to secure development of accommodation in Letchworth. Work with partners to deliver general and specialist accommodation.	

Project	Project Summary	Comments
Master Planning	Secure funding for Master Plans. Develop Master Plans and seek adoption. Focus is on 6 Strategic sites (approximately 8,500 homes in total) that account for the majority of homes, although there are 12 other sites (approximately 2,500 additional homes) presently captured by masterplan policy requirements.	Funding being obtained from Developer through Planning Performance Agreements. Project board briefed regularly.
Financial Sustainability/ Balancing our Budget	To deliver a medium-term balanced budget for the Council that reflects Council priorities.	
Charnwood House	Leasing the property as a Community Hub.	Although still in the initial stages of the project, expect to have a received a decision on a preferred approach, negotiated terms and completed the required lease by mid-2024.
Museum Storage	Overall to construct a fit-for-purpose museum storage facility. In this year to complete work to enable construction to commence from 2023/24.	New facility expected to be completed and operational by early 2025.
Shared Prosperity Fund	Deliver projects to support the aims of the Shared Prosperity Fund, as agreed with Government.	
Churchgate	Identifying, consulting on, and delivering long-term regeneration of the shopping centre and surrounding areas.	Project to continue in 2023/24, with focus on initial consultation, opening of digital and in-person hubs, appointment of consultants, and the move to Phase 2 consultation.
New Projects for 2023/24		
Create and Communicate a Place Narrative for North Herts	To create and communicate a clear and consistent story of our district which will be incorporated in future Council comms and used to attract funding and visitors to our district through inclusion in our 2023 Enterprise strategy.	
Enterprise Strategy	Development and approval of an Enterprise Strategy, incorporating Commercial, Economic Development and Tourism.	Supersedes two previously reported CDP projects relating to separate Economic Development and Tourism strategies.
Local Plan Delivery / Review	Deliver and review the NH Local Plan.	Given the breadth of the Local Plan milestones will likely follow the path outlined within the Strategic Planning reports presented to Cabinet. The Review will likely form a separate project in future years.
Oughtonhead Common Weir	Replace the collapsed weir.	
Playground Renovation 2023/24 Program	Progress playground renovation projects, as per the Greenspace Strategy.	
Waste & Street Cleansing Contract Procurement	Procurement of Waste & Street Cleansing contract.	
Waste Depot	New waste depot, co-located with an HCC transfer station and household waste recycling centre.	

Project	Project Summary	Comments
Local Authority Housing Fund	Delivery of additional housing through Registered Providers.	
Leisure Contract Procurement	Includes development of strategies and procurement processes.	
Solar PV on Leisure Centres	Installation at the three leisure centres.	

2022/23 Projects Removed for 2023/24

Project	Project Summary	Comments
Tourism Strategy	To develop a draft strategy by March 2023.	Development of a Tourism 'work stream' will now be under an overarching Enterprise Strategy. This will be picked up by a new related project in the 2023/24 CDP.
Business Recovery: Grants	Promotion of business grants and payment. Completion of required Government reconciliations.	Project completed in 2022/23. All business support schemes finished, and associated activities completed.
Economic Development Strategy	Develop Economic Development Strategy based on resources available.	Development of an Economic Development 'work stream' will now be under an overarching Enterprise Strategy. This will be picked up by a new related project in the 2023/24 CDP.
EV Charging for Council Vehicles	Install two charging points in DCO rear car park (charging for four vehicles).	Project completed in 2022/23. However, related PI to be retained to continue reporting the miles driven by NHC full electric vehicles.
Customer Portal	Research options for My Account, transformation programme to consider options for development, implement recommended options.	Expected to be closed down for CDP purposes via the 2022/23 year-end report. Remains ongoing, as business-as-usual service development, with links to the customer service strategy and IT strategy in relation to corporate software solutions.
Help Residents Make Payments at Convenient Locations	Technology in place to allow payments to be made in different ways, including by cash at local shops.	Project completed in 2022/23. However, four related PIs to be retained to monitor outcomes.
Local Plan Implementation	Adoption of Local Plan by Council.	Completed in 2022/23. Adopted on 8 November 2022. Likely to be a new action for 2023/24 relating to delivery/review.
Full Review of Council Tax Reduction Scheme	Implement a new scheme that is affordable, easy to administer and understand and fair to recipients.	Project will be completed when new scheme implemented from 1 April 2023. New CDP project proposed to pick up first year monitoring of the new scheme.
Response to Government Resources and Waste Strategy	For this year, to engage with Councillors on a service design for the forthcoming new contract process. Actions in relation to new contract and finalising service design will follow in 2023/24 onwards.	For CDP purposes, this project to be closed down at the end of 2022/23. New CDP projects proposed for Waste will focus on key elements leading on from the progress made this year.
Green Space Management Strategy	For this year, installation of interactive play, wilding projects, and other projects (as determined).	Interactive play projects completed, and wilding initiatives now established as ongoing activities throughout the year. New CDP projects proposed that link to the GSMS.

Project	Project Summary	Comments
Local Government Boundary Review	To support and consult on the Boundary Review.	TBC by Service Director. LGBCE is due to publish its final recommendation at the end of March 2023, which will complete all recorded milestones.

Stand-Alone Risks

Risk	Risk Summary	Comments
Resourcing	Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. The cost-of-living crisis is leading to Government providing targeted support to individuals/households, some of which requires our support to administer. The shortage of staff and other resources may affect our ability to respond, even if money is available.	Existing, to be retained.
IT/ Cyber Risks	To reflect the significant impact that any loss of IT systems would have on the Council.	To be moved from being a service risk.

Stand-Alone PIs

PI	PI Summary	Comments
Electricity and gas energy consumption	Electricity and gas energy consumption (kWh) where the Council pays directly for the energy usage.	Existing, to be retained.
Social Value	Value of Social Value committed via Social Value Portal/ Value of Social Value measured as delivered via Social Value portal	New proposed.
Bancroft Café Kiosk	Value of sales at the new kiosk	New proposed.

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**OVERVIEW AND SCRUTINY COMMITTEE
9 MARCH 2023**

***PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME
FOR 2022/23**

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 have been considered in 2022/23. 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 most recent iteration of the Forward Plan, as attached as Appendix B, suggests a list of items to be considered at its meetings in the next civic year.

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 2022/23.

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 March will be circulated as a supplementary agenda. Members can view currently published forward plans here: [Browse plans - Cabinet, 2022 - North Hertfordshire District Council \(north-herts.gov.uk\)](https://www.north-herts.gov.uk/cabinet-plans)

- 8.4 Members are reminded that the Forward Plan acts as public notification of key executive decisions due in the next three months and beyond but that it is a working document subject to regular amendments.

Corporate Peer Challenge

- 8.5 As agreed by the Committee as the last meeting, the Corporate Peer Challenge Action Plan had been removed as a review had been undertaken by the LGA Peer Committee, the report was yet to be released.

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 – 13 February 2023

16. CONTACT OFFICERS

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17. BACKGROUND PAPERS

- 17.1. Previous reports to the Overview and Scrutiny Committee and Forward Plans, which can be viewed here:

[Committee details - Overview and Scrutiny Committee | North Herts Council \(north-herts.gov.uk\)](https://www.north-herts.gov.uk/committees/overview-and-scrutiny-committee)

[Browse plans - Cabinet, 2023 | North Herts Council \(north-herts.gov.uk\)](https://www.north-herts.gov.uk/plans)

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PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2022-23

<p>9 March 2023</p>	<p>Resolutions Report Work Programme Overview and Scrutiny Annual Report Enterprise Update Council Delivery Plan quarterly update Lord Lister Update from Strategic Housing Manager</p>
	<p>To be Scheduled Recovery Plan Lord Lister Call to Account Chair's Report</p>

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NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 13 February 2023

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
Statement of Community Involvement		Cabinet	31 Jan 2023		Clare Skeels, Senior Planning Officer clare.skeels@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Award of Insurance contracts			17 Feb 2023		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
NORTH HERTFORDSHIRE BUILDING CONTROL - GOVERNANCE		Cabinet Sub-Committee (Local Authority Trading Companies' Shareholder)	1 Mar 2022		Ian Fullstone, Service Director - Regulatory ian.fullstone@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Draft Sustainability SPD		Cabinet	14 Mar 2023		Deborah Coates deborah.coates@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Permit Review		Cabinet	Not before 14th Mar 2023		Louise Symes, Strategic Infrastructure and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
THIRD QUARTER INVESTMENT STRATEGY (CAPITAL AND TREASURY) REVIEW 2022/23		Cabinet	14 Mar 2023		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER REVENUE BUDGET MONITORING 2022/23		Cabinet	14 Mar 2023		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
23 Update on the Council Delivery Plan		Cabinet	14 Mar 2023		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
23-24 Performance Management Measures - Council Delivery Plan		Cabinet	14 Mar 2023		Rachel Cooper, Controls, Risk and Performance Manager rachel.cooper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
RIPA Policy Update		Cabinet	14 Mar 2023		Nurainatta Katevu, Legal Regulatory Team Manager and Deputy Monitoring Officer nurainatta.katevu@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Leisure Management Contract Procurement		Cabinet	14 Mar 2023		Louise Randall, Leisure Manager louise.randall@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

Decision required	Overview and Scrutiny	Decision Maker	Date of Decision	Documents to be submitted to Decision Maker	Contact Officer from whom documents can be requested	Confirmation that other documents may be submitted to the Decision Maker	Procedure for requesting details of other documents
Active North Herts Strategy		Cabinet	Not before 12th Jun 2023		Louise Randall, Leisure Manager louise.randall@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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