

20 December 2024

Our Ref Overview and Scrutiny Committee 7  
January 2025  
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To: Members of the Committee: Councillors Matt Barnes (Chair), Tom Tyson (Vice-Chair), Tina Bhartwas, Jon Clayden, Elizabeth Dennis, Ralph Muncer, Louise Peace, Martin Prescott, Laura Williams, Claire Winchester, Donna Wright and Daniel Wright-Mason

Substitutes: Councillors David Barnard, Clare Billing, David Chalmers, Emma Fernandes, Keith Hoskins, Vijaiya Poopalasingham, Sean Prendergast and Claire Strong

**NOTICE IS HEREBY GIVEN OF A**

**MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE**

to be held in the

**COUNCIL CHAMBER, DISTRICT COUNCIL OFFICES, GERON  
ROAD, LETCHWORTH GARDEN CITY, SG6 3JF**

On

**TUESDAY, 7TH JANUARY, 2025 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**

<b>Item</b>		<b>Page</b>
<b>1. APOLOGIES FOR ABSENCE</b>	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.	
<b>2. MINUTES - 12 NOVEMBER 2024</b>	To take as read and approve as a true record the minutes of the meeting of the Committee held on the 12 November 2024.	(Pages 5 - 16)
<b>3. NOTIFICATION OF OTHER BUSINESS</b>	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.	
<b>4. CHAIR'S ANNOUNCEMENTS</b>	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.	
<b>5. PUBLIC PARTICIPATION</b>	To receive petitions, comments and questions from the public.	
<b>6. URGENT AND GENERAL EXCEPTION ITEMS</b>	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.	
<b>7. CALLED-IN ITEMS</b>	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. 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).

**10. LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 2  
REPORT OF THE SERVICE DIRECTOR – PLACE**

17 - 54

To consider the benefits and risks of the Council changing its current contractual arrangements into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities.

**11. LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 1  
REPORT OF THE SERVICE DIRECTOR – PLACE**

(Pages  
55 - 58)

To consider the benefits and risks of the Council changing its current contractual arrangements into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities.

**12. CRIME AND DISORDER MATTERS**

To receive an update from the Herts Police on Youth Engagement and Youth Crime Prevention in North Herts.

**13. OVERVIEW AND SCRUTINY WORK PROGRAMME  
REPORT OF THE SCRUTINY OFFICER**

(Pages  
59 - 76)

This report highlights items scheduled in the work programme of the Overview and Scrutiny Committee for the 2024-25 civic year. It also includes items that have not yet been assigned to a specific meeting of the Committee.

**14. COUNCIL DELIVERY PLAN 2024-25 (QUARTER 2 UPDATE)  
REPORT OF THE SERVICE DIRECTOR – RESOURCES**

(Pages  
77 - 106)

This report presents progress on the Council Delivery Plan for 2024-25. This is a Quarter 2 update, but reflects progress up to the point that this report was prepared.

**15. GARDEN WASTE CHARGE 2025-26  
REPORT OF THE SERVICE DIRECTOR – PLACE**

(Pages  
107 -  
112)

For Cabinet to agree the level of garden waste charge for the subscription period 1 April 2025 to 31 March 2026. The charge can be considered in relation to charges by other Local Authorities, increases in the cost of providing the service and encouraging home composting.

**16. SCRUTINY DECISIONS AND MONITORING TRACKER**  
REPORT OF THE SCRUTINY OFFICER

(Pages  
113 -  
118)

To consider the outcome of Overview and Scrutiny Committee resolutions, decisions and referrals.

# 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 GARDEN CITY, SG6 3JF  
ON TUESDAY, 12TH NOVEMBER, 2024 AT 7.30 PM

#### MINUTES

**Present:** *Councillors: Matt Barnes (Chair), Tom Tyson (Vice-Chair), Tina Bhartwas, Jon Clayden, Elizabeth Dennis, Ralph Muncer, Martin Prescott, Laura Williams, Claire Winchester, Donna Wright, Daniel Wright-Mason and Sean Prendergast.*

**In Attendance:** *Steve Crowley (Service Director - Enterprise), Philip Doggett (Principal Estates Surveyor), Chloe Gray (Enterprise Manager), Frank Harrison (Environmental Health Manager), Chris Jeffery (Customer Service Manager), Martin Lawrence (Strategic Housing Manager), Susan Le Dain (Committee, Member and Scrutiny Officer), James Lovegrove (Committee, Member and Scrutiny Manager), Jeevan Mann (Scrutiny Officer) and Robert Orchard (Culture and Facilities Services Manager).*

**Also Present:** *There were no members of public present for the duration of the meeting.*  
*Councillors Daniel Allen, Ian, Albert, Val Bryant and Dave Winstanley were also in attendance as Executive Members.*

#### 42 APOLOGIES FOR ABSENCE

*Audio recording – 1 minute 42 seconds*

Apologies for absence were received from Councillor Louise Peace.

Having given due notice, Councillor Sean Prendergast substituted for Councillor Peace.

#### 43 MINUTES - 3 SEPTEMBER 2024

*Audio Recording – 1 minute 57 seconds*

Councillor Ralph Muncer thanked the Chair for his work in developing the Scrutiny Charter, and noted recent feedback from the Peer Review which highlighted recent improvements in the scrutiny processes.

Councillor Matt Barnes, as Chair, proposed and Councillor Ralph Muncer seconded and, following a vote, it was:

**RESOLVED:** That the Minutes of the Meeting of the Committee held on 3 September 2024 be approved as a true record of the proceedings and be signed by the Chair.

#### 44 NOTIFICATION OF OTHER BUSINESS

*Audio recording – 2 minutes 59 seconds*

There was no other business notified.

**45 CHAIR'S ANNOUNCEMENTS**

*Audio recording – 3 minutes 4 seconds*

- (1) The Chair advised that, in accordance with Council Policy, the meeting would be 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.
- (3) The Chair advised that for the purposes of clarification clause 4.8.23(a) of the Constitution does not apply to this meeting.
- (4) The Chair reminded Members of the adopted North Herts Scrutiny Charter and the need to ensure that the meeting was conducted with independence, initiative and integrity. The full Charter was available to Members via the Scrutiny Intranet pages.

**46 PUBLIC PARTICIPATION**

*Audio recording – 4 minutes 5 seconds*

There was no public participation at this meeting.

**47 URGENT AND GENERAL EXCEPTION ITEMS**

*Audio recording – 4 minutes 10 seconds*

No urgent or general exception items were received.

**48 CALLED-IN ITEMS**

*Audio recording – 4 minutes 17 seconds*

There have been no called-in items.

**49 MEMBERS' QUESTIONS**

*Audio recording – 4 minutes 21 seconds*

No questions had been submitted by Members.

**50 3Cs HALF YEAR 24/25 UPDATE**

*Audio recording – 4 minutes 27 seconds*

Councillor Val Bryant, as Executive Member for Community and Partnerships, presented the Information Note entitled '3Cs Half Year Update 2024/2025' and advised that:

- This note provided a half year update on the performance regarding the Comments, Compliments and Complaints (3Cs) of the Council.
- The number of complaints and comments received had increased compared to the previous year.
- The number of complaints received by the Council and its contractors had increased due to the change of the Council leisure contract as detailed in paragraph 3.10.
- The percentage of Stage 1 complaints resolved within 10 days had increased to 90%, against a target of 80%.

- Council contractors had received 80 compliments across a variety of services as shown at Appendix B.
- 16 Stage 2 complaints had been received across service areas, but only 8 were justified.
- The Local Government Ombudsman (LGO) had received 3 complaints this period. One was not upheld, one had been assigned to an investigator and one had been upheld as detailed in the Information Note.
- One complaint had been received outside of the reporting period as outlined in paragraph 3.19, however it had been included within this note due to the recommendations from the LGO, prior to consideration by Cabinet on 26 November.

The following Members asked questions:

- Councillor Elizabeth Dennis
- Councillor Ralph Muncer
- Councillor Sean Prendergast
- Councillor Matt Barnes
- Councillor Jon Clayden
- Councillor Daniel Wright-Mason
- Councillor Tom Tyson

In response to a question the Executive Member for Community and Partnerships advised that the increase in complaints regarding the new leisure provider were mainly associated with people getting used to the new booking system.

In response to questions the Customer and Digital Services Manager advised that:

- Complaints were received for a variety of reason. He could provide a full breakdown of the complaints received and would circulate this to Members.
- As changes were still ongoing at the leisure centre, there was no data available yet to show if the number of complaints had reduced.
- Complaints were directed through the customer service centre and staff were trained to correctly allocate the 3Cs.
- He would check with the leisure provider to ensure they were of the policy of the Council to respond to complaints within 10-20 days.

## **51 SUPPORTED HOUSING SCHEME FOR WOMEN**

*Audio recording – 18 minutes 4 seconds*

Councillor Dave Winstanley, the Executive Member for Housing and Environmental Health presented the report entitled 'Supported Housing Scheme for Women' and advised that:

- This proposal was to be put forward to Cabinet on 26 November 2024.
- The aim was to help address the growing need for housing by single homeless women in North Hertfordshire.
- This scheme would help homeless women who have support needs, such as suffering from domestic abuse, mental health issues and substance abuse.
- This was a two-year pilot which would be run in partnership by Hertfordshire County Council and Druglink, which was a Hertfordshire based substance misuse charity.
- An allocation of £73k was required to match fund a commitment from HCC.
- In December 2022 Cabinet had previously agreed funding of £73 of Ministry of Housing, Communities and Local Government (MHCLG) ring fenced Homeless Prevention Grant (HPG) to support a similar scheme, which had fallen through.
- This proposal would offer a tailored safe space for women to empower them to gain independence.

- This initiative would not only meet a critical local need but would support the commitment of the Council to tackle domestic violence in line with the White Ribbon accreditation.

The following Members asked questions:

- Councillor Ralph Muncer
- Councillor Jon Clayden
- Councillor Laura Williams
- Councillor Tina Bhartwas
- Councillor Daniel Wright-Mason

In response to questions, the Executive Member for Housing and Environmental Health advised that this scheme would provide a six bedded unit for homeless single women and that Druglink were a very experienced charity which ran similar schemes elsewhere.

In response to questions, the Strategic Housing Manager advised that:

- It was hard to estimate the turnaround of the 6 units until the scheme was up and running as the circumstances for each resident would vary.
- Costs associated with this scheme would be similar to costs associated with the previous scheme that had fallen through.
- If the scheme was successful, after the end of the two-year pilot, all parties would consider funding options nearer the time.
- Druglink were very experienced and looked at a broad spectrum of services, providing support for needs such as poor mental health, domestic abuse and substance misuse.
- Meeting the support needs of survivors of domestic abuse was a key priority for the Council.
- The Council would be supporting HCC with a 50/50 stake in the two-year pilot.
- This scheme would be run in a building already owned by HCC and the service would be closely monitored.
- If this scheme was approved, it could be publicised as part of a wider article about the issues faced by homeless people in winter.
- The police would be notified once the scheme was approved in line with safeguarding procedures.

Councillor Matt Barnes proposed the recommendation and Councillor Tom Tyson seconded and following a vote, it was:

**RECOMMENDED TO CABINET:** That the Cabinet supports the allocation of £73k of ring fenced MHCLG Homelessness Prevention Grant to HCC to match fund the two-year pilot of Druglink's Supported Housing Scheme for Women.

**REASON FOR RECOMMENDATION:** This proposal has been made in order to enable the two-year pilot to go ahead.

## 52 ENTERPRISE DIRECTORATE UPDATE

*Audio recording - 33 minutes 53 seconds*

Councillor Tamsin Thomas, as Executive Member for Enterprise and Arts, presented the report entitled 'Enterprise Directorate Update' and advised that:

- This report provided an update on the progress of the Enterprise directorate.
- The Council Plan was a key document which sets out the objectives of the Council for each portfolio including the Enterprise department.



- The Enterprise department played a key role in managing external relationships of the Council, for example with the Business Improvement Districts (BIDs).

The Service Director – Enterprise advised that the department generated a significant of revenue and capital for the Council and details of the work programme could be found in Appendix A.

The following Members asked questions:

- Councillor Ralph Muncer
- Councillor Matt Barnes
- Councillor Daniel Wright-Mason
- Councillor Donna Wright
- Councillor Martin Prescott
- Councillor Elizabeth Dennis
- Councillor Tina Bhartwas
- Councillor Matt Barnes
- Councillor Tom Tyson

In response to questions the Executive Member for Enterprise and Arts advised that:

- Figures in the report could be separated for the Museum and Town Hall and this information would be provided to Members at a future meeting.
- Staff recruitment had been successful in the Estates portfolio, but there were still more positions to be filled within the directorate.
- Relationships developed with the BIDs were in a stronger position than in the past.
- The aim of the new Economic Development Strategy was to ensure the right structures and mechanisms were in place in the future.

In response to questions, the Service Director – Enterprise advised that:

- £250k had been allocated within the capital for the development of Churchgate to employ professional experts.
- Whilst developing the new Economic Development Strategy, relationships were being built which would be beneficial going forward with the work programme.
- The Enterprise directorate worked alongside other department in the Council with their initiatives.
- The fire at the Baldock Industrial State had been a challenge with no simple way to resolve and several companies were working together to find a way forward. However, this was not a project of the Council.
- Staff shortages in the directorate had slowed down completion of tasks, including the action plan for the Economic Development Strategy.
- The key lesson learnt from the previous Economic Commercial Strategy was to be realistic of what can be achieved and to make sure the right resources, and accompanying action plans, were in place.

In response to questions, the Culture and Facilities Manager advised that:

- A lot of work had been completed at the Town Hall, including a new website and two new bars.
- Internal events at the Town Hall had been profitable and a new booking system had been introduced for efficiency.
- Museums were not a profitable business and the benefits were social.
- Revenue generated had increased compared to the year before.
- The directorate was working on an initiative to support art and culture county wide in collaboration with the University of Hertfordshire.

- There was a North Herts Arts and Culture networking group and many arts groups were run in the district.

In response to questions, the Enterprise Manager advised that:

- The directorate was looking to organise business networking forums to help businesses succeed.
- The development of Churchgate was a large project and the department was producing a new Economic Development Strategy to include an Action Plan with measurable KPIs.
- The Action Plan was currently in a draft form.
- The brief for writing the Economic Development Strategy focused on why North Herts was a good place to start a business and to work.
- The Shared Prosperity Fund had been delivered under the Economic Development Strategy for the past three years which made a real difference to the community and enabled funds to be allocated to parishes and local groups.
- The Enterprise directorate worked closely with the Chamber of Commerce for data and networking.

*N.B. During the questions on this item, Councillor Muncer left the Chamber and returned at 20.47 and Councillor Daniel Wright-Mason left the Chamber and returned at 20.51.*

Councillor Matt Barnes, as Chair, proposed and Councillor Jon Clayden seconded and, following a vote, it was:

**RESOLVED:** That the Overview and Scrutiny 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 and is for information only.

*N.B. Following the conclusion of this item there was a short break in proceedings, and the meeting reconvened at 21.15.*

*N.B. Councillor Martin Prescott left the Chamber during the break and did not return to the meeting.*

## 53 MUSEUM STORAGE OPTIONS APPRAISAL

*Audio recording: 1 hour 47 minutes 21 seconds*

Councillor Tamsin Thomas, as Executive Member for Enterprise and Arts, presented the report entitled 'Museum Storage Options Appraisal' and advised that:

- The purpose of this report was to showcase the range of options that have been explored to resolve the museum storage issues.
- The primary objective of this report was to focus on the most viable options to put forward to Cabinet on 19 November 2024.
- The museum service provided a continual historical record of this district and the collection had been accumulated over a few hundred years.
- The collection continued to grow and there was not enough space in the current building for safe storage.
- The current site at Bury Mead Road was not designed to be used for a long-term storage area and the building was past its life span.
- A long-term solution was required to protect the heritage collection which would have been considered as part of the museum obtaining accreditation from the Arts Council, last awarded in 2019.

- Accreditation by the Arts Council was a valuable status which allowed the museum to host exhibitions and this also allowed the museum to apply for project and capital-based grants.
- This paper highlighted three shorter term options, A, B and C, which only addressed the current issues and provided solutions only in the shorter term.
- It was therefore preferable to find a longer-term solution to protect the ever-growing fragile collection.
- Option A was in the report to provide a baseline for comparison. Option B was a minimal solution to maintain commitments to the collection and option C provided this with the addition of some extra storage facilities.
- Option D, E and H provided the clearest long-term solutions which were worth further explorations and costings.
- Option F explored the possibility of a leasehold solution, but a leasehold property would not address the strategic long-term challenges faced and would not meet the eligibility criteria for the largest grant option for which Officers could submit an application.
- Option G explored whether there was a suitable asset already within the ownership of the Council which could be utilised.

The following Councillors asked questions:

- Councillor Tom Tyson
- Councillor Ralph Muncer
- Councillor Matt Barnes
- Councillor Laura Williams
- Councillor Jon Clayden
- Councillor Elizabeth Dennis
- Councillor Donna Wright

In response to questions, the Culture and Facilities Service Manager advised that:

- Option H had not been mentioned in recommendation 2.4 as the property was not owned by the Council and therefore it would be for a third party to continue to explore this option, and for Officers to maintain open lines of communication over such developments.
- The allocation of £30k for option D, would be used to allow the Council to progress investigations up to the planning application stage of the warehouse proposal.
- The allocation of £20k for option E, would only be used if a suitable property became available on the property market, eliminating the needing to seek approval before being able to explore suitability.
- Option D involved redevelopment of the existing site.
- Whilst Option E appeared to be more expensive than option D, it would have fewer financial risks for the Council being a freehold property.
- Option E would facilitate a capital receipt or long term income generation from the whole site at Bury Mead Road, whereas option D would not.
- Option B would be too small in total space to accommodate the collection.
- Option C would provide storage space but would not properly care for the collection in terms of delivering the desired stability of the internal environment.
- If accreditation was lost, this would impact on the Council in four ways. The recruitment and retention of staff, the possible inability to secure future grants, fall out from loss of reputation in the museum sector, and the inability to secure most travelling exhibitions which in turn would have a significant impact on footfall.
- It would not be preferable to explore other options outside of the district or county as this would restrict residents access to their own heritage.
- The collection was insured, however most objects were irreplaceable and had limited monetary value, therefore the loss of these would not be covered by the financial insurance cover.
- To obtain a grant from the largest grant funder of projects like these, the Lottery Heritage Fund, the property needed to be freehold or have a long lease of over 100 years.

- All options from C onwards would free up the current museum collection storage use in the former Letchworth Museum.
- Although option F would solve the problem for a number of years, as it was a leasehold proposal, this would not preserve the collection permanently, and a museum collection would be expected to need preservation in perpetuity.
- Thomas Bellamy House was not large enough to store the entire collection and as the collection was very fragile, it required moving as little as possible.
- The Ashe Construction proposal in option D was based on costing provided through the SCAPE procurement framework. This proposal would require considerable funding upfront to establish more accurately the overall cost estimate. This would present a higher level of risk in comparison with the pursuit of greater clarity on the costs of a warehouse based approach.

In response to questions, the Principal Estates Surveyor advised that:

- The allocation of £30k capital for option D was for professional fees to work up more detailed costings up to planning application stage, to ensure suitability of the scheme.
- The allocation of £20k for option E was to enable the Council to obtain valuation and acquisition advice quickly if a suitable property became available on the property market.
- Option E would enable a ground lease rental value of approximately £50k to be obtained from the existing site as a levelled, hardstanding surface, secure yard. Sale of the site would be approximately £500k and this could potentially be improved by planning permission.
- Suitable industrial properties rarely become available on the property market.
- The current value of the Letchworth Museum was not known, but it was a substantial building in central Letchworth and therefore expected to be significant dependent upon suitable future use.
- External surveyors had agreed with the Estates team view that it would be beneficial for the Council to have regard to investment value and a potential future income generating asset, and flexibility of use for a new building.

In response to a question, the Executive Member for Enterprise and Arts advised that:

- Future sustainability of all the options had been considered and the warehouse proposal in option D would provide the ability to limit certain areas to be dedicated to cooling.
- The Arts Council was the main provider of grants and if accreditation was lost it would be hard to regain.
- The 40-year lease as outlined in option F, was a standard period for a lease for a property of this type.
- Thomas Bellamy House, Hitchin, as detailed in option G, was a heritage building.

In response to questions, the Executive Member for Finance and IT advised that the principal cost involved for a 40-year period lease could be less than predicted if current interest rates fell.

Councillor Matt Barnes proposed that recommendations 2.2, 2.4 and 2.6 be amended to provide more clarity for Cabinet and for all recommendations to be voted on separately.

Councillor Matt Barnes proposed, as amended, and Councillor Claire Winchester seconded and, following individual votes for each recommendation, it was:

***RECOMMENDED TO CABINET:***

- (1) That Cabinet note the current projected costs, advantages and disadvantages of each option.

- (2) That Cabinet approve use of £30k of the allocated £4m budget in the current capital programme for this project to develop more detail on the costs of Option D (warehouse proposal) and to acquire the necessary details for a planning application to be made.
- (3) That Cabinet approve use of £20k of the allocated £4m budget in the current capital programme for this project to develop more detail on the costs of Option E (Purchase of a freehold/long leasehold building (new or existing), should a suitable property become available.
- (4) That Cabinet consider and give approval for officers to apply for grant funding towards the investigations mentioned in 2.2 and 2.3 and recognise the need to align investigations with grant funding timetables in this instance.
- (5) That Cabinet resolve to discount options A, B and G and recommend that they are no longer developed or explored further.
- (6) That Cabinet indicates that Options C, F and H outlined within the report should be pursued further.

**REASONS FOR RECOMMENDATION:**

- (1) Officers do not have the capacity or financial budget to progress all 8 options to an advanced stage and some early decisions are required in order to focus time and budget on pursuing the most advantageous options based on the best information available to officers and members at the present time.
- (2) In addition, the pursuit of greater detail on a number of the options will require expenditure on external reports and consultants which officers are seeking Cabinets approval to progress. Estimated figures are included in the main body of the report which can be found in Appendix 1 and are summarised in the Executive Summary Grid in Appendix 2.

*N.B. Following the conclusion of this item Councillor Sean Prendergast left the Chamber and did not return.*

**54 TASK AND FINISH GROUP ON SECTION 106 CONTRIBUTIONS - DRAFT SCOPING DOCUMENT**

*Audio recording – 3 hours 15 minutes 6 seconds*

The Scrutiny Officer presented the report entitled 'Task and Finish Group on Section 106 Contributions – Draft Scoping Document' and advised that:

- Councillor Ralph Muncer had raised a request to conduct a Task and Finish Group to investigate Section 106 funding at North Herts and possible alternatives.
- The report and scoping document could be found in Appendix A.

Councillor Muncer advised that Section 106 funding in North Herts was not necessarily delivering the benefits to residents that it should and there was limited specific community benefit. The Task and Finish Group would look at whether Section 106 should continue in North Herts or whether it should be replaced.

The following Members asked questions:

- Councillor Elizabeth Dennis
- Councillor Ralph Muncer
- Councillor Daniel Wright-Mason
- Councillor Matt Barnes

Councillor Daniel Allen noted his support for the topic proposed and requested that the work conducted should not hold up the upcoming Local Plan Review.

In response to questions, Councillor Muncer advised that:

- The Task and Finish Group would investigate other stakeholders and ensure any Section 106 funds were being used correctly and details could be found on page 138 of the scoping document.
- Communicating with residents and local organisations in the community was important and should be included in the scope and would be best placed in Section 3.
- The Task and Finish Group would submit information for the Local Plan to ensure residents benefited from and Section 106 funds and this would not delay any Local Plan reviews.

Councillor Matt Barnes, as Chair, proposed and Councillor Ralph Muncer seconded and, following a vote, it was:

**RESOLVED:** That the Overview and Scrutiny Committee:

- (1) Reviewed and commented on the draft scoping document as attached at Appendix A.
- (2) Noted the Task and Finish Group Protocol 2020 as attached at Appendix B.
- (3) Endorsed the principles of the review and approves consultation with Group Leaders to appoint members and a Chair for the Task and Finish Group, subject to recommendation 2.4.
- (4) Delegated authority to the Scrutiny Officer, in consultation with the Chair of the Overview and Scrutiny Committee, to update and finalise the Scoping Document for the Task and Finish Group on Section 106 Contributions.

**REASONS FOR DECISIONS:**

- (1) To ensure that the final scoping document takes into account suggestions from Members and relevant officers.
- (2) To allow Members to be appointed to the Task and Finish Group.

## 55 OVERVIEW AND SCRUTINY WORK PROGRAMME

*Audio recording – 3 hours, 28 minutes 9 seconds*

The Scrutiny Officer presented the report entitled 'Overview and Scrutiny Committee Work Programme' and advised that:

- The work programme was compiled following conversations with the Chair and Vice-Chair and includes annual reports, items from the Forward Plan and possible items for scrutiny as in Appendix A.
- North Herts Police would be attending the Overview and Scrutiny Committee meeting in January 2025 to provide an update on Youth Engagement and Youth Crime Prevention.
- Any suggested topics for the Work Programme or Task and Finish Groups can be sent to the Chair, Vice Chair or Scrutiny Officer.
- The LGA review actions were included in Appendix C so Members could review the progress of actions.

The following Members asked questions:

- Councillor Daniel Wright-Mason
- Councillor Ralph Muncer
- Councillor Matt Barnes
- Councillor Claire Winchester

In response to questions the Chair advised that the Overview and Scrutiny Committee would be looking at dentistry at a future meeting and that he would consider adding social care to the work programme.

Councillor Matt Barnes, as Chair, proposed and Councillor Tom Tyson seconded and, following a vote, it was:

**RESOLVED:**

- (1) That the Committee prioritised 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) That the Committee, having considered the most recent iteration of the Forward Plan, as attached at Appendix B, suggested a list of items to be considered at its meetings in the coming civic year.
- (3) That the Corporate Peer Challenge Action Plan as attached at Appendix C was considered.

**REASONS FOR DECISIONS:**

- (1) To allow the Committee to set a work programme which provides focused Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.
- (2) The need to observe Constitutional requirements and monitor the Forward Plan for appropriate items to scrutinise remains a key aspect of work programming.

**56 SCRUTINY DECISIONS AND MONITORING**

*Audio recording – 3 hours, 33 minutes 57 seconds*

The Scrutiny Officer presented the report entitled 'Scrutiny Decisions and Monitoring' and advised that the referrals and recommendations in the Decisions and Monitoring tracker were considered and noted by Cabinet on 10 September 2024

Councillor Matt Barnes, as Chair, proposed and Councillor Elizabeth Dennis seconded and, following a vote, it was:

**RESOLVED:** That the content of the Decisions and Monitoring Tracker be noted.

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

The meeting closed at 11.05 pm

Chair

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<b>CABINET</b>
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<b>14 JANUARY 2025</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>
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**TITLE OF REPORT: LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL**

REPORT OF: SERVICE DIRECTOR - PLACE

EXECUTIVE MEMBER: LEISURE, ENVIRONMENT AND GREEN SPACE

COUNCIL PRIORITY: SUSTAINABILITY

**1. EXECUTIVE SUMMARY**

For Cabinet to consider the benefits and risks of the Council changing its current contractual arrangements into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities.

**2. RECOMMENDATIONS**

2.1. To confirm the recommendations passed following the Part 2 discussions

**3. REASONS FOR RECOMMENDATIONS**

3.1. See and confirm from Part 2 report.

**4. ALTERNATIVE OPTIONS CONSIDERED**

4.1. See Part 2 report.

**5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

5.1. The Executive Member for Leisure, Environment and Green Spaces has been consulted on the proposal, along with the Executive Member for Finance and IT.

**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 15 November 2024.

**7. BACKGROUND**

7.1. In March 2023, HMRC announced a significant change to the VAT treatment of local authority leisure services, which means that most supplies of leisure services by a local

authority can now be treated as “non-business”. In essence this means that when a local authority sells a leisure service, for example a gym membership, it no longer needs to charge VAT on that sale. As it is treated as non-business, the local authority is also able to recover all the VAT it incurs on providing that service.

7.2. Several leisure operators (including Everyone Active) who manage leisure centres on behalf of local authorities, are now considering how the change could also improve the VAT position between the operator and the local authority.

7.3. In September 2024, SLM (Everyone Active) sent a proposal to North Herts Council for consideration regarding the creation of an Agency Model, whereby they would act as our agent for delivering leisure services.

7.4. The details of the proposal can be found in the Part 2 report.

## **8. RELEVANT CONSIDERATIONS**

8.1. See Part 2 report

## **9. LEGAL IMPLICATIONS**

9.1 See Part 2 report

## **10. FINANCIAL IMPLICATIONS**

10.1 See Part 2 report

## **11. RISK IMPLICATIONS**

11.1. Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.

11.2. See Part 2 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 equalities implications as a result of this report.

## **13. SOCIAL VALUE IMPLICATIONS**

13.1. As the recommendations in the report relate to a contract above £50,000, Social Value has been considered as part of our existing contract with SLM. If we move to the Agency

model, SLM's Social Value method statement will remain part of how they deliver the agency services – and will remain part of their contractual obligations.

**14. ENVIRONMENTAL IMPLICATIONS**

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

**15. HUMAN RESOURCE IMPLICATIONS**

15.1 There are no known HR impacts that apply to this report.

**16. APPENDICES**

16.1 None

**17. CONTACT OFFICERS**

17.1 Sarah Kingsley, Service Director Place [sarah.kingsley@north-herts.gov.uk](mailto:sarah.kingsley@north-herts.gov.uk) Ext 4552

17.2 Ian Couper, Service Director Resources [ian.couper@north-herts.gov.uk](mailto:ian.couper@north-herts.gov.uk) Ext 4243

17.3 Jeanette Thompson, Service Director Legal & Community [jeanette.thompson@north-herts.gov.uk](mailto:jeanette.thompson@north-herts.gov.uk)

17.4 Reuben Ayavoo, Policy and Communities Manager [reuben.ayavoo@north-herts.gov.uk](mailto:reuben.ayavoo@north-herts.gov.uk)  
Ext 4212

**18. BACKGROUND PAPERS**

18.1 None

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**OVERVIEW AND SCRUTINY COMMITTEE**  
**7 January 2025**

**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT: OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2024-25**

REPORT OF THE SCRUTINY OFFICER

EXECUTIVE MEMBER: NOT APPLICABLE

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

**1. EXECUTIVE SUMMARY**

This report highlights items scheduled in the work programme of the Overview and Scrutiny Committee for the 2024-25 civic year. It also includes items that have not yet been assigned to a specific meeting of the Committee.

**2. RECOMMENDATIONS**

- 2.1. That the Committee prioritises 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 at Appendix B, suggests a list of items to be considered at its meetings in the coming civic year.
- 2.3. That the Corporate Peer Challenge Action Plan as attached at Appendix C be considered.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1. To allow the Committee to set a work programme which provides focused Member oversight, encourages open debate and seeks to achieve service improvement through effective policy development and meaningful policy and service change.
- 3.2. The need to observe Constitutional requirements and monitor the Forward Plan for appropriate items to scrutinise remains a key aspect of work programming.

**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.

**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 Executive decision and has therefore not been referred to in the Forward Plan.
- 6.2. The Chair and Vice-Chair of the Committee are sent the latest Forward Plan upon publication.
- 6.3. 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. The LGA Peer Committee Support was undertaken in 2022 and finalised in January 2023, which focused on the Overview and Scrutiny and Finance, Audit and Risk Committees. Recommendations for Overview & Scrutiny were made and are set out in the Action Plan at Appendix C.
- 7.2. In line with the recommendation of the Corporate Peer Challenge 2023 Executive Members were invited to present reports that fall under their remit and to make presentations on specific issues that the Committee wish to consider.
- 7.3. 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.
- 7.4. The Committee seeks to ensure that consideration of agenda items minimises the 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 items they wish adding. Appendix A contains the work programme for 2024-25.
- 8.2. When considering additional topics their risk assessment and prioritisation will ensure that the most appropriate items taking forward to the work programme.

#### Forward Plan

- 8.3. The Forward Plan for December at Appendix B. Members can view currently published forward plans here: [Browse plans - Cabinet, 2024 | North Herts Council \(north-herts.gov.uk\)](https://www.north-herts.gov.uk/cabinet/2024)
- 8.4. Members are reminded that the Forward Plan acts as public notification of key executive decisions during the next four months and beyond that it is a working document subject to regular amendments.

#### Corporate Peer Challenge Action Plan

- 8.5. The Committee agreed at the meeting held on 20 June 2023 that the actions regarding the Overview and Scrutiny Committee included in the Corporate Peer Challenge Action Plan be appended to all future reports in order to:
- Act as an aide memoire when considering the work programme.
  - Consider any actions that need further work.
  - Assess the effectiveness of changes made.
- 8.6. The Committee is asked to consider the Action Plan and any update updates provided at Appendix C.

### **9. LEGAL IMPLICATIONS**

- 9.1. Under section 6.2.5 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.”
- 9.3. In accordance with the Council’s Constitution, the approval of the future scrutiny work programme falls within the remit of the Overview and Scrutiny Committee.

### **10. FINANCIAL IMPLICATIONS**

- 10.1. Depending 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 in 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 for 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 timeframe for scrutiny interventions should be considered in 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 this report. Effective scrutiny is an essential part of ensuring the 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. ENVIRONMENTAL IMPLICATIONS**

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

## **15. HUMAN RESOURCE IMPLICATIONS**

- 15.1. 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 or 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.

## **16. APPENDICES**

- 16.1. Appendix A – Work Programme of the Overview and Scrutiny Committee 2024-2025
- 16.2. Appendix B – Forward Plan – 13<sup>th</sup> December 2024
- 16.3. Appendix C – Corporate Peer Committee Support Action Plan in regard to the Overview and Scrutiny Committee

## **17. CONTACT OFFICERS**

- 17.1. Jeevan Mann, Scrutiny Officer, [Jeevan.Mann@north-herts.gov.uk](mailto:Jeevan.Mann@north-herts.gov.uk) , ext 4295



- 17.2. 17.2.James Lovegrove, Committee, Member and Scrutiny Manager, [james.Lovegrove@north-herts.gov.uk](mailto:james.Lovegrove@north-herts.gov.uk) , ext 4204
- 17.3. Isabelle Alajooz, Legal Commercial Team Manager and Deputy Monitoring Officer, [Isabelle.Alajooz@north-herts.gov.uk](mailto:Isabelle.Alajooz@north-herts.gov.uk) , ext 4346
- 17.4. Tim Everitt, Performance and Risk Officer, [Tim.Everitt@north-herts.gov.uk](mailto:Tim.Everitt@north-herts.gov.uk) , ext 4646

**18. BACKGROUND PAPERS**

- 18.1. Previous Reports to the [Overview and Scrutiny Committee](#) and [Forward Plans](#).

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**PROGRAMME FOR FUTURE COMMITTEE MEETINGS 2024-25**
**KEY:**

Items identified for work programme

Annual reports

Scrutiny reports

MEETING DATE	ITEMS AT MEETING	REPORT AUTHOR	PORTFOLIO HOLDER
3 September 2024	Community Survey Results Leisure contract project closure report Safeguarding Report Council Plan 2024-25 Council Delivery Plan & Key Performance Indicators - Q1 Update Adoption of Scrutiny Charter Decisions and Monitoring Tracker Work Programme	Christine Crofts Louise Randall/ Sarah Kingsley Helen Rae/ Jeanette Thompson Rachel Cooper Rachel Cooper Cllr Matt Barnes Jeevan Mann Jeevan Mann	Cllr Mick Debenham Cllr Val Bryant
12 November 2024	Enterprise Portfolio Update Museum Storage Options 3cs Half Year Update Decisions and Monitoring Tracker Work Programme	Steve Crowley Robert Orchard Chris Jeffrey Jeevan Mann Jeevan Mann	Cllr Tamsin Thomas Cllr Val Bryant
7 January 2025	Crime and Disorder Matters (Youth Engagement and Crime prevention) Garden Waste Charges Leisure and active community agency model Council Delivery Plan & Key Performance Indicators – Q2 Update Decisions and Monitoring Tracker Work Programme	Hertfordshire police Chloe Hipwood Sarah Kingsley Ian Couper Jeevan Mann Jeevan Mann	Cllr Val Bryant
4 February 2025	Digital Transformation Corporate Peer Challenge report RIPA Annual Report Decisions and Monitoring Tracker Work Programme	Chris Jeffrey Cllr Daniel Allen Jeanette Thompson Jeevan Mann Jeevan Mann	Cllr Daniel Allen

11 March 2025	<p>Planning &amp; Transport portfolio update (Town Centre Strategy and Local Plan Review)</p> <p>Health Matters in NHS (Dentistry commissioning)</p> <p>Council Delivery Plan &amp; Key Performance Indicators – Q3 Update</p> <p>Draft Annual Report of O&amp;S Committee</p> <p>Decisions and Monitoring Tracker</p> <p>Work Programme</p>	<p>Ian Fullstone</p> <p>H&amp;WE ICB</p> <p>Ian Couper</p> <p>Cllr Barnes</p> <p>Jeevan Mann</p> <p>Jeevan Mann</p>	
	<p><b>Candidate topics to be scheduled:</b></p> <p>Waste contract mobilisation – readiness, resident engagement</p>		
	<p><b>Candidate topics for Task and Finish Groups:</b></p> <p>Effectiveness of Section 106 funding</p> <p>Officer recruitment &amp; retention</p> <p>Impact of the Council's grant policies</p> <p>Impact of the Council Tax Reduction Scheme</p> <p>Tackling Homelessness in North Herts</p> <p>Review of the Master-planning process</p>		

NORTH HERTFORDSHIRE DISTRICT COUNCIL

# Forward Plan of Key Decisions - 13 December 2024

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
Homelessness Prevention Grant allocations and update		Cabinet	14 Jan 2025		Martin Lawrence, Strategic Housing Manager martin.lawrence@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
SECOND QUARTER REVENUE BUDGET MONITORING 2024/25		Cabinet	14 Jan 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
INVESTMENT STRATEGY (CAPITAL AND TREASURY) MID-YEAR REVIEW 2024/25		Cabinet	14 Jan 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Q2 Council Delivery Plan Update		Cabinet	14 Jan 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Council Tax Reduction Scheme 25/26		Cabinet	14 Jan 2025		Jo Dufficy, Service Director - Customers johanne.dufficy@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
Leisure and Active Communities Agency Model		Cabinet	14 Jan 2025		Sarah Kingsley, Service Director - Place sarah.kingsley@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Garden Waste Charging		Cabinet	14 Jan 2025		Chloe Hipwood, Service Manager chloe.hipwood@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Local Development Scheme		Cabinet	14 Jan 2025		Deborah Coates, Principal Strategic Planning Officer deborah.coates@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Land required for access to GA2		Cabinet	11 Feb 2025		Philip Doggett, Principal Estates Surveyor philip.doggett@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Permit Review		Cabinet	11 Feb 2025		Louise Symes, Strategic Planning and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
REVENUE BUDGET 2025/26		Cabinet	11 Feb 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Proposed Off-Street Car Parking Tariffs for 2025/26		Cabinet	11 Feb 2025		Louise Symes, Strategic Planning 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
Baldock Strategic Masterplan		Cabinet	18 Mar 2025		Nigel Smith, Strategic Planning Manager nigel.smith@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
North Herts Council Draft Town Centres Strategy		Cabinet	18 Mar 2025		Louise Symes, Strategic Planning and Projects Manager louise.symes@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
Q3 Council Delivery Plan Update		Cabinet	18 Mar 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
THIRD QUARTER INVESTMENT STRATEGY (CAPITAL AND TREASURY) REVIEW 2024/25		Cabinet	18 Mar 2025		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 2024/25		Cabinet	18 Mar 2025		Ian Couper, Service Director - Resources ian.couper@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6

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

<b>Key</b>
Open Actions
Complete Actions

Action No.	Recommendation	Action	Led By	Timescale	Update
3	Consider how the provision of training can be improved to increase knowledge transfer and support members with ongoing training needs e.g., use of one-to-one coaching the provisional feedback from live meetings, further training to fill any gaps in knowledge and skills.	Will be incorporated within the Member training programme being developed.	Democratic Services Member Champions Learning + Development	On going	Following the peer review Kirsty Human has advised that she can arrange an introduction between the chair and vice chair of O&S with someone in her network for peer-to-peer training.
Page 71	Officers to always facilitate the bringing forward of future agenda items requested by O&S in a timely manner	This is accepted but felt to have been a one-off example. It would be for the Scrutiny Officer to ensure this happens.	Scrutiny Officer	On going	A Scrutiny workshop will be delivered to Senior Officers to gauge their opinions on Scrutiny and identify any themes that require further work on to develop the Scrutiny process. Officer engagement information has also been produced and is being shared on the Officer Scrutiny Intranet page.
1	Define what you want your scrutiny panels to achieve.	To be discussed with the scrutiny committee but approach based on the 4 principles of good scrutiny would make sense: - · Provides critical friend challenge to policymakers and decision makers · Enables the voice and concerns to the public	Scrutiny Committee	Completed	The Scrutiny Charter was adopted by the O&S committee on 3 <sup>rd</sup> September 2024.

Action No.	Recommendation	Action	Led By	Timescale	Update
		<ul style="list-style-type: none"> <li>· Is carried out by independent minded people who lead and own the scrutiny role</li> <li>· Drives improvement in public services</li> </ul>			
2	Put into place scrutiny training for the whole council (members and officers) and experiment with how training could be more effective for the 2024 new intake. Ensure all members understand the benefits and role of scrutiny.	<p>Will be incorporated within the Member training programme being developed.</p> <p>Group Leaders need to <u>reinforce the importance</u> of attending training with their groups.</p>	Democratic Services Member Champions Learning + Development	Completed	<p>Training was provided in May 2024 and is available on GrowZone.</p> <p>Further training development is ongoing and will next be rolled out in the 25/26 Civic year.</p>
Page 72	Urgently fund and recruit a dedicated scrutiny officer.	Budget has been identified for a part-time Scrutiny Officer subject to successful recruitment.	Democratic Services Manager/Committee, Member and Scrutiny Manager	Completed	The Scrutiny Officer was appointed and start on 26 March 2024.
5	Members to actively review the Forward Plan and invitation of cabinet members to attend O&S. This could	This is already on every agenda and is done every meeting it will be for members to take forward with the Scrutiny Officer.	Scrutiny Committee/ Scrutiny Officer	Completed	The forward plan was on the O&S agenda on 3rd September 2024 and will continue to be on the agenda for all future meetings.
6	Proper and effective reporting onwards to council and cabinet by O&S as required.	Chair and Scrutiny Officer will need to take this forward and consider the best way to report O&S discussion to cabinet and council. This can be done verbally. A report from a Task & Finish Group would be a written report.	Scrutiny Committee/ Scrutiny Officer	Completed	It was agreed that the Chair and Vice chair will attend Cabinet meetings together where possible, to report on O&S discussions. A written referral will also be provided to Cabinet.

Action No.	Recommendation	Action	Led By	Timescale	Update
7	Establish clear meeting protocols and associated processes for questioning cabinet members.	For Scrutiny Officer to work through with the Chair	Chair of Scrutiny / Scrutiny Officer	Completed	It was agreed that the O&S work programme will be shared as part of the resolutions to Cabinet so that members have a view and can note the planned work for O&S.
10	Specific O&S training for the opposition to encourage effective opposition role. There is specific scrutiny training for groups in opposition to assist with scrutiny work and assist them in being more effective throughout the council.	Will be incorporated within the Member training programme being developed.	Democratic Services Member Champions Learning + Development	Completed	Covered under action point 2 and therefore this action point is closed.
11	Scrutiny needs to actively seek to implement the use of Task and Finish Groups.	This is for the Chair and Committee to consider with the support of the Scrutiny Officer.	Chair of Scrutiny / Scrutiny Committee / Scrutiny Officer	Complete	The Task and Finish Groups were discussed at the O&S on 3rd September 2024 and added to the work programme for scheduling.
12	It was observed by some members that the preparation for the special scrutiny meeting on the 'call to account' was beneficial and lessons learnt on how this preparation helped scrutiny should be considered in taking forward scrutiny in the future.	For Scrutiny Officer to work through with the Chair.	Chair of Scrutiny / Scrutiny Officer	Complete	Briefings will become standard before 'call to account' to best prepare Members for the item.
13	Establish proactive annual programme of work and agenda setting.	This is for the Chair and Committee to consider, with the support of Scrutiny Officer.	Chair of Scrutiny / Scrutiny Committee / Scrutiny Officer	Complete	The Chair encouraged Councillors to identify items for the work programme at the meeting on 3rd September 2024 and will continue to do so at all future meetings.

Action No.	Recommendation	Action	Led By	Timescale	Update
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14	Provide O&S training in Chairing Skills.	Will be incorporated within the Member training programme being developed.	Democratic Services Member Champions Learning + Development	Completed	Covered under action point 3 and therefore this action point is closed.
16	Ensure the scrutiny committee actively follow up on all recommendations.	This is already on every agenda. For Scrutiny Officer to work with the Chair and Committee to ensure it is actively looked at.	Chair of Scrutiny / Scrutiny Committee / Scrutiny Officer	Complete	Recommendations and referrals will be monitored going forward. These will be reviewed, and target dates set at the monthly meeting between the Chair, Vice-chair and Scrutiny Officer.
17	Consideration should be given by the cabinet and portfolio holders on how they can carry out their role in a way that supports scrutiny being able to act as effectively as possible.	This links to the vision for scrutiny in recommendation one this should be a two-way critical friend relationship to be included as part of training and potentially part of work planning. Cabinet to consider how to better engage with Scrutiny.	Cabinet / Scrutiny Committee / Chair of Scrutiny	Completed	Similar to action points 6&19 and therefore closed.
18	Ensure minutes reflect the decisions of the meeting – e.g., requests for agenda items to be recorded in the minutes and added to the forward plan.	Committee Services and the Scrutiny Officer will make sure everything is accurately captured.	Scrutiny Officer	Completed	Resolutions report captures specific requests, supported by minutes produced and access to the YouTube recording of the meeting.

Action No.	Recommendation	Action	Led By	Timescale	Update
19	Cabinet members should consistently and without exception be expected to attend O&S committee meetings where decisions from their area of responsibilities are being scrutinised.	Agreed. This is the current approach unless there is an emergency. Cabinet to consider as part of how to better engage with scrutiny.	Cabinet	Completed	It was agreed that the Chair and Vice chair will build out working relationships with the Cabinet to encourage them to attend O&S meetings as appropriate.
20	The scrutiny chair or their representative should attend all cabinet meetings to present scrutiny findings particularly to enable the thinking and debate around the recommendations to be clearly communicated with the cabinet to maximise the impact scrutiny can have on decisions.	Agreed.	Chair of Scrutiny	Completed	Similar to action point 6. It was agreed that the Chair and Vice chair will attend Cabinet meetings together where possible, to report on O&S discussions. A written referral will also be provided to Cabinet.
Page 75	Where Cabinet do not accept an O&S recommendation, reasons should be given.	Agreed. Cabinet to consider as part of how to better engage with scrutiny	Cabinet	Completed	Reasons for a recommendation not being accepted by Cabinet will be included in the Committee's Resolutions report.

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## OVERVIEW AND SCRUTINY 7 JANUARY 2024

### \*PART 1 – PUBLIC DOCUMENT

**TITLE OF REPORT: COUNCIL DELIVERY PLAN 2024-25 (QUARTER 2 UPDATE)**

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: FINANCE AND IT

COUNCIL PRIORITY: THRIVING COMMUNITIES / ACCESSIBLE SERVICES / RESPONSIBLE GROWTH / SUSTAINABILITY

#### 1. EXECUTIVE SUMMARY

This report presents progress on delivering the Council Delivery Plan for 2024-25. This is a Quarter 2 update, but generally reflects progress up to the point that this report was prepared (early December). The report includes:

- For the projects identified by Cabinet in March 2024, it details milestones and progress against them.
- The risks in relation to the delivery of those projects, as well as the corporate risks that could impact the delivery of all our projects and services.
- Latest data for the performance indicators identified by Cabinet in June 2024.

There are 19 delayed milestones across 8 projects. Whilst there is not a specific theme, resourcing will be a significant component in the delays.

There is one red performance indicator relating to calls answered within 45 seconds. The actions to correct this are set out in paragraph 8.4.

#### 2. RECOMMENDATIONS

- 2.1 That Overview and Scrutiny Committee comment on the Council Delivery Plan Quarter 2 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, and approves the changes to the milestones (Appendix A)
  - That Cabinet notes the performance against the performance indicators and confirms the actions detailed in paragraph 8.4.
- 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 Overview and Scrutiny Committee, and 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 aware of progress made.
- 5.2 A draft of the Quarter 2 update was provided to Risk and Performance Management Group (RPMG) in November. The Group has a standing invite to the Executive Member for Finance and IT (has responsibility for performance monitoring), 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. RPMG were asked to comment on the Q2 update. There were no specific issues raised by the group.
- 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 18 October 2024.

### **7. BACKGROUND**

- 7.1 The CDP brings together projects, risks, and performance indicators together in one document. The projects to be included in the 2024/25 Council Delivery Plan were agreed by Cabinet in March 2024, following a project prioritisation exercise. The performance indicators that are included were determined by Cabinet in June 2024.

### **8. RELEVANT CONSIDERATIONS**

- 8.1 Appendix A provides an update on the progress made in delivering the Council Delivery Plan 2024-25. Whilst it is labelled as a Quarter 2 update, it generally reflects the latest position at the time that the report was written (early December). Milestones are set as far ahead as possible, but are not included where there is too much uncertainty over the scope or timing of the milestone.



8.2 In previous years the report included a percentage completed. This has now been removed as it over-simplified the position. As there are now fewer projects on the Council Delivery Plan, the focus is on providing a description of the progress made. Projects are still rated on overall progress, i.e. shown as completed, on track, some delays, significant delays. Where there are delays, Cabinet will be asked to consider revisions to milestones. For this report:




- Eight projects have proposed delays to milestones which relate to 19 individual milestones.
- Four projects have new milestones which relate to 7 new individual milestones.
- Five projects have an amber status, and the other 6 are rated green.

There are various reasons for the delays in milestones being achieved. In many cases there is a link to available resourcing for the project.

8.3 Our performance indicators now reflect the overall performance of the Council. Performance levels are rated as either green (achieving or exceeding the target), amber (not achieving the target level and need to look at actions to get back on track) and red (urgent action needed to get back to the target performance). For this report:

- 11 indicators are rated green.
- 2 indicators are rated amber.
- 8 indicators do not have a target.
- 1 indicator is rated red.

8.4 For the indicators that are rated red or amber, the following actions are being taken:

-  Percentage of Customer Service Centre calls answered within 45 seconds (68% against a target of 80%, and a decline in performance from 74% at Quarter 1). During this period the CSC saw an increase in calls due to annual billing and the elections that took place. Additionally, the team faced staff shortages due to annual leave, sickness and leavers. However, the CSC have been running on an on-going recruitment process to fill vacancies. While these new team members are still completing their training and a couple of vacancies still to fill, we are confident that the attainment of this KPI will improve steadily. Importantly, the percentage of calls answered overall was a 94%.
-  Working days lost due to short-term absence per FTE (4.22 days against a target 4, and an improvement compared to 4.51 days at Q1). We will continue to develop ways to support employee health and wellbeing as part of our response to the staff survey. We have offered flu vaccines to help reduce winter absences. It should also be noted that there is a national trend for increasing levels of employee absence.
-  Percentage of household waste sent for reuse, recycling and composting (59.92% against a target of 60%). This is a profiled target and the annual target is lower than the Q2 target. The profiling reflects varying volumes of

garden waste over the year. This continues to be a very small shortfall so we will continue to keep it under review, especially as this is a provisional total and it might improve. Actions and initiatives to encourage more recycling by residents will continue.

- 8.5 The Council Delivery Plan is intended to be a live document. Councillors and Officers can access IdeaGen for the latest position. New projects can be added to the Plan, if they are a strategic priority and there are resources available to deliver them. Projects will be removed when they are completed, or if they are no longer a priority. As the new Council Plan has now been approved, Cabinet should consider whether this means that there should be any projects added to or removed from the Council Delivery Plan. Cabinet (following review by Overview and Scrutiny) will be asked to approve any changes to milestones.
- 8.6 Overview and Scrutiny can ask for more detail on any of the Council Delivery Plan projects. That can either be provided as a written update or can be included as part of the next quarterly update, to support discussion in the meeting.

#### **Access to Ideagen (previously known as Pentana)**

- 8.7 All the detail behind the projects, risks and performance indicators is available to view in Ideagen, the Councils performance and risk software. A guest login is provided on the intranet for any member to use, along with a procedure note and short video on how to view the data.

### **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” (Section 5, paragraph 5.7.3).
- 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” (Section 6, 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 Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.
- 11.2 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 There are no direct equalities implications arising from this report. Equalities analysis will have been completed for relevant projects referred to in this report.
- 12.3 As the Customer Service Centre are not meeting the target standard for call answering, there is a concern that this could have a negative impact on those who share a protected characteristic. The report sets out measures to address the current performance.

## **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**

16.1 Appendix A – Council Delivery Plan 24-25 Q2 Monitoring Report

## **17. CONTACT OFFICERS**

17.1 Ian Couper, Service Director: Resources  
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17.2 Tim Everitt, Performance and Risk Officer  
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17.3 Ellie Holingsworth, Policy and Strategy Officer, [ellie.hollingsworth:north-herts.gov.uk](mailto:ellie.hollingsworth:north-herts.gov.uk)

17.4 Reuben Ayavoo, Policy and Community Manager, [reuben.ayavoo@north-herts.gov.uk](mailto:reuben.ayavoo@north-herts.gov.uk),  
ext: 4212


















## **18. BACKGROUND PAPERS**

18.1 Council Delivery Plan projects for 2024-25 agreed by Cabinet (March 2024):  
<https://democracy.north-herts.gov.uk/documents/s24602/Council%20Delivery%20Plan%20Q3%20update%20and%20projects%20for%202425.pdf>

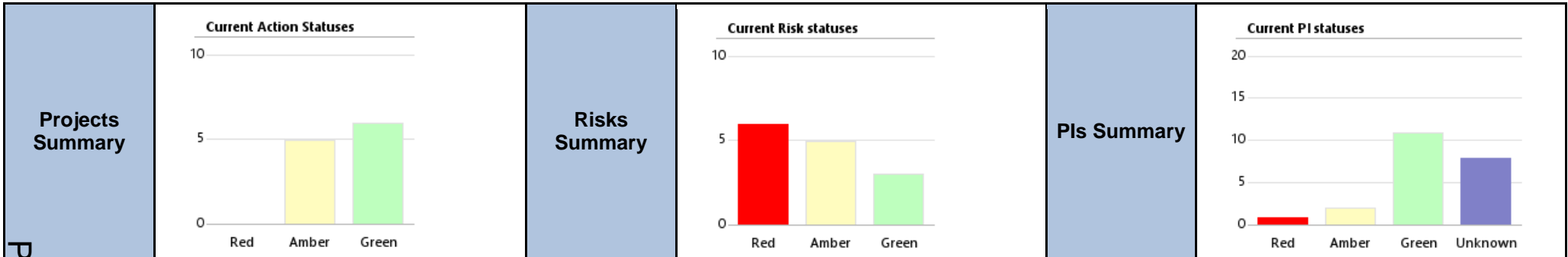
18.2 Performance Indicators for 2024-25 agreed by Cabinet (June 2024):  
<https://democracy.north-herts.gov.uk/documents/s25289/KEY%20PERFORMANCE%20INDICATORS%20202425.pdf>

18.3 Council Plan 2024-28 <https://www.north-herts.gov.uk/council-plan>

**Council Delivery Plan – Status Key**

Status	Description
<b>Projects</b>	
	The project (and all recorded milestones) has been completed.
	All ongoing milestones have not reached their due dates (or do not have due dates).
	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.
	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.
<b>Risks</b>	
	Assessed as a low risk.
	Assessed as a medium risk.
	Assessed as a high risk.
	
<b>KPIs</b>	
	Data value has met or exceeded the target figure. Performance is at an acceptable level.
	Data value has not achieved the target figure. Need to consider appropriate action to return performance to an acceptable level.
	Data value has not achieved the target figure. Urgent action required to return performance to an acceptable level.
	Data value is reported for 'information only' and there is no requirement to set targets for the KPI.
	Ideagen cannot calculate a status, as officers have not entered a target figure for the period.
	Data value has improved compared with the same time last year.
	Data value has deteriorated compared with the same time last year.
	Data value has not changed compared with the same time last year.
	Ideagen cannot calculate a direction of travel, as previous data is not available for comparison.

# Status Summaries













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## Key Performance Indicators (KPIs)


KPI	Latest Update	Value	Target	Status	Trend (Compared with the same time last year)
Percentage of council tax collected in year	October 2024	64.56% (year to date)	64%		↓ (69.31%)
Percentage of NNDR collected in year	October 2024	63.03% (year to date)	63%		↓ (67.05%)
Council's Scope 1-3 emissions (tonnes CO2e)	2023/24	3,147.76	N/A Data Only		↓ (3,133.95)
Number of Stage 1 complaints	Q2 2024/25	106 (year to date)	N/A Data Only		↓ (69)
Percentage of Stage 1 complaints resolved within 10 working days	Q2 2024/25	90% (year to date)	80%		↑ (80%)


KPI	Latest Update	Value	Target	Status	Trend (Compared with the same time last year)
Percentage of Stage 2 complaints resolved within 20 working days	Q2 2024/25	73% (year to date)	70%		 (71%)
Total number of alarm calls in a given period	October 2024	222,670 (year to date)	N/A Data Only		 (228,840)
Percentage of non-urgent installations completed within 20 working days	September 2024	100% (year to date)	100%		 (N/A)
Rolling number of Careline service users supported under the HCC contract	November 2024	6,937	N/A Data Only		 (6,751)
Percentage of CSC calls answered	Q2 2024/25	95% (year to date)	90%		 (N/A)
Percentage of CSC calls answered within 45 seconds	Q2 2024/25	68% (year to date)	80%		 (N/A)
Sign-ups to the Digital Budget Hub	Q2 2024/25	235 (year to date)	N/A Data Only		 (N/A)
Average number of penalty points awarded per Grounds Maintenance contract monitoring inspection. (Lower numbers are good.)	September 2024	5.70 (year to date)	N/A Data Only		 (2.20)
Working days lost due to short-term sickness absence in the last 12 months per FTE employee	October 2024	4.22	4.00		 (4.23)
Working days lost due to long-term sickness absence in the last 12 months per FTE employee	October 2024	5.05	N/A Data Only		 (3.34)
Staff turnover - rolling 12-month percentage	October 2024	8.98%	15%		 (11.84%)
Percentage of advertised vacancies filled in first round	Q2 2024/25	75.8% (year to date)	75%		 (86.8%)


KPI	Latest Update	Value	Target	Status	Trend (Compared with the same time last year)
Number of visits to leisure facilities	October 2024	1,000,591 (year to date)	882,978		 (963,149)
Percentage of all planning applications determined within the relevant statutory or agreed time periods	Q2 2024/25	87.23% (year to date)	80%		 (85.36%)
Percentage of household waste sent for reuse, recycling and composting	Q2 2024/25	59.92% (year to date)	60%		 (60.76%)
Number of collections missed per 100,000 collections of domestic household waste	September 2024	55 (year to date)	N/A Data Only		 (65)
Performance against revenue budget (projection against original budget)	Q1 2024/25	-5.9%	0%		 (N/A)






## Projects / Risks



	<b>Engaging the community on our finances and how we spend our money, via the 'Prioritising our Pounds' Digital Budget Hub</b>	<b>Due Date</b>	28-Feb-2026	<b>Original Date</b>	28-Feb-2026
<b>Project Summary</b>	To help the community understand how we set our budget, what affects the funding that we receive, why we have less funding than we used to and the implications of that. To engage the community on the choices that we will need to make to ensure that our spend matches our funding, so that we are financially sustainable, and to enable our community to be part of future budget conversations.				
<b>Latest Update</b>	14-Nov-2024 Now plan to launch mini survey and two-way conversations on the Digital Budget Hub in December 2024. This has been delayed due to Communications resources being focussed on other priorities. Following the Hub's launch in March 2024 and subsequent updates in August 2024, we now have 235 people signed-up. We expect sign-ups to increase once we market the mini survey. Engagement risk assessed level reduced, as we have received Government confirmation of a three-year settlement from 2026/27 onwards and have commenced engagement/consultation activities with more planned. However, risks to financial sustainability remain high, as reflected in the related corporate risk entry.				
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>		
Update the Digital Budget Hub content to highlight the funding pressures we face and likely implications.	31-Aug-2024	Yes	Updates: - Homepage copy amended to reflect current situation. - 'How we set our budget' graphic created and added (to show residents the process we go through). - 'Did you know' film created and promoted, showing what services residents' council tax helps to provide. Above promoted across our social media channels and ENewsletters.		
Approve our Medium Term Financial Strategy.	30-Sep-2024	Yes	Council agreed adoption of the MTFS 2025-30 on 19 September 2024.		
Launch mini survey and two-way conversations on the Digital Budget Hub, including thoughts on valued services and generating income through fees and charges.	31-Oct-2024	No	Due date to change to 31 December 2024. Due to focus on other priorities (e.g., new Council Plan and LGA CPC Position Statement) this milestone has been delayed. Upcoming activities: - MTFS going into design early December 2024. - Official publishing of the MTFS will be used as the vehicle to launch the mini survey and two-way conversations on the Hub. - Survey to run over December 2024 and January 2025.		
Update content (Digital Budget Hub and other communications) through process for setting the 2025/26 budget.	28-Feb-2025	No			
New milestone - Further update of Digital Budget Hub content to align with the start of the 2025/26 financial year.	18-Apr-2025	No			
Carry out detailed consultation on spend priorities and savings options (starting in May 2025).	31-Jul-2025	No			
Consider feedback in setting the revised Medium Term Financial Strategy and approve the Strategy.	30-Sep-2025	No			
Consider consultation feedback in forming budget proposals for the 2026/27 budget and approve the 2026/27 budget.	28-Feb-2026	No			
<b>Risks</b>			<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>
					<b>Target Score</b>

<p><b>Risks:</b></p> <ol style="list-style-type: none"> <li>1. Timing of Government announcements over future funding makes it difficult to engage residents in the scale of the budget gap and the savings that will be required.</li> <li>2. Lack of engagement means that the consultation doesn't reflect a wide range of views.</li> <li>3. The scale of the budget gap makes it feel like there are no choices. When making choices it then feels like not taking on board feedback.</li> </ol>		8	5	2
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	<b>Oughtonhead Common Weir</b>	<b>Due Date</b>	31-Jul-2025	<b>Original Date</b>	30-Sep-2024		
<b>Project Summary</b>	Replace the collapsed weir. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	22-Oct-2024 Fishtek Consulting to complete remaining CDM documents by the end of October 2024, at which point they will confirm the timeline for completing the design phase of the project, including completion of consenting. Fishtek continue to consult with the Environment Agency to progress obtaining the required permits. An indicative target date of 31 December 2024 is now proposed for obtaining the permits, although Fishtek still need to confirm actual timings. Timeframe for obtaining permits is also dependent on the Environment Agency progressing the matter in a timely manner and so is not completely within our control. We will not submit final designs to Planning until we have secured the permits. Further communication with the public regarding our plans will be undertaken prior to submitting the planning application and Countryside Management Service (CMS) have already shared design drawings with residents and offered to meet on site to discuss the plans. CMS will be responsible for managing the tender process but without required permits/permissions, we are unable to confirm precise timings for this stage and the subsequent delivery stage. We still anticipate completing works in Spring/Summer 2025, although at this stage there remains a risk that the project may be completed later than this. However, the impact of this is assessed as low, as pending replacement of the existing weir, any further deterioration is unlikely to result in significant environmental damage. In fact, water quality has actually improved since the damage to the existing weir occurred.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
01. Conduct the further modelling requested by the Environment Agency.	31-Aug-2024	Yes	Cost of completing further modelling circa £3k.				
02. Obtain required Environment Agency permits.	30-Sep-2024	No	Change of due date to 31 December 2024. Fishtek Consulting responsible for obtaining required Environment Agency permits. Fishtek to complete remaining CDM documents by the end of October 2024, at which point they will confirm the timeline for completing the design phase of the project, including completion of consenting. Originally envisaged timeframe for obtaining permits was too optimistic and we now anticipate permits being obtained by December 2024 rather than September 2024, although Fishtek still need to confirm actual timings. Timeframe for obtaining required permits is also dependent on the Environment Agency progressing the matter in a timely manner and so is not completely in our control.				
03. Undertake further communication with the public regarding plans.		No	Due date to be confirmed - timings to be confirmed once EA permits obtained. To take place prior to submitting planning application.				
04. Submit planning application.		No	Due date to be confirmed - timings to be confirmed once EA permits obtained. Fishtek Consulting responsible for submitting designs to Planning.				
05. Planning permission granted.		No	Due date to be confirmed - timings to be confirmed when we have a timetable for submitting designs to Planning. How quickly the application is determined rests with Planning.				
06. Commence tender process for undertaking required works.		No	Due date to be confirmed - CMS to prepare tender documentation and manage tender process.				
07. Appoint contractor(s) to undertake required works.		No	Due date to be confirmed.				
08. Successful contractor confirms project plan and timings.		No	Due date to be confirmed.				
09. Commence work on-site.		No	Due date to be confirmed.				
10. Works on-site completed.		No	Due date to be confirmed.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>

<p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>- External funding from HCC, EA and residents is not available leading to full allocated Capital budget being used.</li> <li>- Existing situation deteriorates prior to any works being undertaken requiring further urgent temporary solutions to manage an immediate changing situation.</li> <li>- Failure to obtain Environment Agency permits or planning permission.</li> <li>- Lack of contractor appetite to undertake works prolongs procurement process and delays project delivery.</li> <li>- Without securing required permits/permissions and without confirmed plans for the procurement process and project delivery, there is a risk that the project will not be completed in line with currently anticipated timescales.</li> </ul> <p><i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i></p>		4	2	1
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	<b>Pay on Exit Parking</b>	<b>Due Date</b>	31-Mar-2026	<b>Original Date</b>	31-Mar-2026		
<b>Project Summary</b>	Replace existing parking machines and update tariff boards to implement pay on exit in all our car parks. Capital budget approved to deliver the project over two years - 2024/25 and 2025/26. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	12-Dec-2024 We appointed a supplier to replace existing tariff boards on 2 September 2024. A full implementation programme, with changes being phased on a town-by-town basis, is now due to be agreed by the end of December 2024. This is due to a contract variation. There is an 8 to 10-week lead in time for the new parking machines, and orders have been placed. The contractor has provided an initial implementation programme (based on expected delivery dates), and a meeting is scheduled for mid-December 2024 to agree timings. Once the full implementation programme has been agreed, further milestones will be added to the Council Delivery Plan to provide an overview of what will happen and when. The availability of new parking machines is dependent on the manufacturer, but our preference is for work to commence in mid-February 2025 to allow sufficient time to communicate the changes effectively. Updated TROs are progressing but are taking longer than originally planned due to the need to now include a cash payment option in the new Post Payment parking arrangements. Awaiting review by Legal and HCC prior to advertising the TROs. Updated TROs now expected to be completed mid-February 2025. Currently, still anticipate works being fully completed by March 2026 in line with approved Capital funding. Key risks are our ability to bring the separate project elements together and negative public reaction to changes and disruption during works, with the latter being managed in partnership with the contractor via a comprehensive communications plan. Overall, the project risk level continues to be assessed as 'low'.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
Procure supplier to replace tariff boards.	30-Aug-2024	Yes	Procurement complete. Supplier appointed on 2 September 2024.				
New Milestone - Draft implementation programme received from contractor.	30-Nov-2024	Yes					
Page 91	Full implementation programme agreed with contractor.	30-Sep-2024	No	Due date to change to 31 December 2024. Contract variation completed on 14 October 2024. There is an 8 to 10-week lead in time for the new parking machines, and orders have been placed. Contractor has provided an initial implementation programme, and a meeting is scheduled for mid-December 2024 to agree timings. Therefore, we expect the full implementation programme to be agreed by the end of December 2024. The availability of new parking machines is dependent on the manufacturer, but our preference is for work to commence in mid-February 2025 to allow sufficient time to communicate the changes effectively. Once the full implementation programme has been agreed, further Council Delivery Plan milestones to be entered.			
	Update TROs.	15-Nov-2024	No	Due date to change to 14 February 2025. Updated TROs are progressing but are taking longer than originally planned due to the need to now include a cash payment option in the new Post Payment parking arrangements. Awaiting review by Legal and HCC prior to advertising the TROs. Updated TROs now expected to be completed mid-February 2025. Updated TROs required to accommodate new payment methods.			
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 1. Budget implications of selected scheme. 2. Inability to procure suppliers within approved budget (no longer a risk, as procured suppliers within budget). 3. Negative public reaction to changes and disruption during works. 4. Loss of income during associated works. 5. Failure to bring together separate project elements to achieve seamless project delivery. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>					1	1	1

	<b>Resident/Public EV Charging in our Car Parks</b>	<b>Due Date</b>	31-Mar-2025	<b>Original Date</b>	31-Mar-2025	
<b>Project Summary</b>	Finalise contract/leases with private sector partner and subsequently install new EV charging points in our outdoor surface car parks. OZEV grant secured to deliver the project, although the funding is only available until March 2025. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>					
<b>Latest Update</b>	12-Dec-2024 Regarding the contract, no challenges were received to the publishing of the previously referenced VEAT Notice. However, the contract has still not been finalised, as it is now being amended to enable the OZEV ORCS funded project (installation of new EV charging points in our outdoor surface car parks) to progress in advance of the further project to replace existing charging points in our multi-storey car parks, which has been delayed by the need to satisfy the Council's property insurer regarding potential fire risks. In view of this, now anticipate contract being signed by the end of December 2024. Completion of related lease agreements is also nearing completion and CAD drawings for EV charging point bays in our surface car parks have been finalised. Although precise timings for the commencement of works is still to be agreed with the contractor, they have advised that the infrastructure and capacity is in place, ready to start installing charging points as soon as the contract is signed. Although works are likely to commence in January 2025 at the latest, NHC has started to promote the project. Now expect project to be delivered by the end of March 2025, which is still in accordance with OZEV grant requirements. However, this will be dependent on the contractor and Distribution Network Operators completing required tasks in a relatively short delivery timeframe. Regular reports are being submitted to the Energy Saving Trust to keep them informed of progress and utilisation of grant funding. In view of not yet having agreed the contract, lease arrangements and implementation programme, and the shortening delivery window, the overall project risk level continues to be assessed as 'medium'.					
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>			
NHC to start promoting project.	31-Oct-2024	Yes	Our investment in EV charging infrastructure was included in the Winter 2024 edition of Outlook magazine, which was published in early December 2024.			
Complete relevant leases with contractor for the length of the contract.	30-Sep-2024	No	Due date to change to 17 January 2025. Lease agreements are nearing completion and are now expected to be completed by mid-January 2025.			
Contract finalised with private sector partner.	30-Sep-2024	No	Due date to change to 31 December 2024. No challenges were received to the publishing of the previously referenced VEAT Notice. The contract is now being amended to enable the OZEV ORCS funded project (installation of new EV charging points in our outdoor surface car parks) to progress in advance of the further project to replace existing charging points in our multi-storey car parks, which has been delayed by the need to satisfy the Council's property insurer regarding potential fire risks. Now anticipate that the contract will be signed by the end of December 2024.			
Contractor to commence works.	31-Oct-2024	No	Due date to change to 17 January 2025. Commencement of works delayed due to the revised timings of previous milestones. We have started promoting the project. Precise timings for the commencement of contractor works still to be agreed, but they have advised they have the infrastructure and capacity ready to start installing charging points as soon as the contract is signed. Therefore, we now anticipate works commencing mid-January 2025.			
Installation of all new EV charging points completed.	31-Dec-2024	No	Due date to change to 31 March 2025. This is due to delays completing earlier milestones. However, still expect project to be delivered by the end of March 2025, in accordance with OZEV grant requirements. This will be dependent on the contractor and DNOs completing required tasks in a relatively short delivery timeframe.			
<b>Risks</b>			<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 1. Not successful in obtaining grant funding (no longer a risk). 2. Unable to identify/procure a private sector partner (no longer a risk). 3. Unable to agree contract conditions/relevant lease arrangements with contractor. 4. Unable to deliver project in accordance with OZEV requirements. 5. Unable to schedule required DNO upgrades in line with implementation programme.				5	5	1



<p>6. Insurance requirements lead to changes to installation plans.</p> <p>7. Unable to reach agreement with Garden Square Shopping Centre regarding the replacement of existing charging points in Letchworth multi-storey car park (outside scope of OZEV project).</p> <p><i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i></p>				
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	<b>Town Centre Strategies</b>	<b>Due Date</b>	31-Mar-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Progress development of an overarching Town Centre Strategy, including guidance on developing strategic plans for individual town centres. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	21-Nov-2024 Following the October 2024 Strategic Planning Project Board meeting, the consultants now need to further review some of the evidence base data (evidence base will be published when consulting on the draft Strategy). We will now report back to Project Board in January 2025, prior to submitting the Strategy to Cabinet. Aim to submit the Strategy to Cabinet as early as possible in 2025, although the exact meeting date is still to be confirmed. Timings will be dependent on adequate resourcing, however, expect this to be by the end of 2024/25 at the latest. The draft Strategy will include sections for each town, providing guidance on developing individual strategic plans. If Cabinet are happy with the report recommendations, we will then move on to the public consultation phase followed by formal adoption by Cabinet. However, precise timings of milestones following January 2025 Project Board are still to be confirmed. As there remains uncertainty regarding the outcomes from future Project Board/Cabinet meetings and there are potential resourcing issues relating to progressing the project, the overall project risk level continues to be assessed as 'medium'.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
Undertake work to complete evidence base.	31-Jul-2024	Yes	Consultants presented initial report on evidence base and stakeholder workshop held to review findings.				
Further review/refinement of evidence base and final sign-off.	31-Aug-2024	No	Due date to change to mid-December 2024, as following the October 2024 Project Board meeting, the consultants need to further review some of the data. To be published as supporting evidence base when consulting on the draft Town Centre Strategy.				
Development and finalisation of draft Strategy.	31-Oct-2024	No	Due date to change to January 2025. Following a request to undertake further work at the October 2024 Project Board meeting, we now intend to report back to Project Board in January 2025, prior to submitting the Strategy to Cabinet. January 2025 Project Board meeting date still to be confirmed.				
Present details of draft Strategy, including guidance sections for each town, to Cabinet.	19-Nov-2024	No	Due date to change to March 2025. Aim to submit the Strategy to Cabinet as early as possible in 2025, although the exact meeting date is still to be confirmed. Timings will be subject to resourcing, however, expect this to be by the end of 2024/25 at the latest.				
Consultation on draft Town Centre Strategy.	31-Jan-2025	No	To be confirmed, as dependent on outcome of Cabinet meeting in early 2025. Currently, likely to take place over April - May 2025 at the latest.				
Cabinet adopt Town Centre Strategy.	18-Mar-2025	No	To be confirmed. Exact timing dependent on Cabinet approval to proceed to consultation and findings of the consultation exercise.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
1. Lack of available resource to produce and deliver identified strategies. 2. Lack of strategic direction leads to speculative development that undermines function of town centres. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>					5	5	1





	<b>Churchgate</b>	<b>Due Date</b>	31-Mar-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Progress the long-term regeneration of the shopping centre and surrounding areas. Project likely to span several years. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	24-Oct-2024 Full engagement process commenced. In September 2024, workshops were held and the public consultation started. The consultation runs up to 3 November 2024 and we opened an in-person hub to increase engagement, which will be open on market days up to the end of the consultation period. This has created resource pressures to staff the hub during the week and at weekends. Initial analysis of the consultation findings will take place during November 2024, and this will be reported to Project Board on 4 December 2024. We will also share high-level findings at the appropriate time, as it is important for key stakeholders and the public to be kept up to date and involved throughout the project lifecycle. Alongside the consultation process, we continue to investigate the financial viability of options, and an update will also be presented to Project Board on 4 December 2024. Following the December 2024 Project Board meeting, we aim to finalise the detailed evaluation of consultation findings and the full assessment of the financial viability of options, leading to a Project Board decision on the high-level vision and preferred pathway. Precise timings for these activities are still to be confirmed. This work will inform the criteria and brief for the selection of a delivery partner, with the timings for the related procurement process being dependent on when earlier actions are completed. We anticipate that the procurement process is likely to commence in early 2025. Reported milestones will continue to be updated as the project progresses, and further stages/timings are agreed/confirmed. The risk level is still assessed as high due to the uncertainty around potential options and viability, but arrangements currently in place (such as regular Project Board meetings, the provision of consultants' expert advice, and an established engagement plan) help us to manage the associated risks.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
Start of engagement.	02-Sep-2024	Yes					
Run workshops.	16-Sep-2024	Yes	Hitchin Market Board workshop held 9 September 2024. Hitchin Forum workshop held 9 September 2024 (in the evening). Tenants workshop held 12 September 2024.				
Start public consultation.	17-Sep-2024	Yes					
Public consultation ends.	01-Oct-2024	Yes	The consultation period was extended to 3 November 2024 to take into account the leaflet drop to all North Hertfordshire households.				
New Milestone - Open 'in-person' Churchgate Regeneration Hub on market days, up to the end of the consultation period.	17-Oct-2024	Yes	Churchgate Regeneration Hub opened in an unused Churchgate unit.				
Feedback to Project Board.	29-Oct-2024	Yes	October 2024 Project Board meeting re-scheduled. Update on progress presented to Project Board on 14 October 2024.				
Feedback to Project Board.	26-Nov-2024	Yes	Project Board meeting re-scheduled to 4 December 2024. Consultation findings were presented to Project Board at this meeting.				
Procurement start.	05-Jan-2025	No	Change to due date. Revised target date to be confirmed. Procurement of a development partner to help deliver the regeneration project will follow the detailed evaluation of consultation findings, full assessment of the financial viability of options, and a Project Board decision on high-level vision and preferred pathway. Timings for these activities also to be confirmed, although likely to occur in early 2025.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 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. 3. Availability of specific funding for consultants beyond the three-year funding already agreed.					9	8	6

*Risk entry carried over from the 2023/24 Council Delivery Plan.*



	<b>Digital Transformation</b>	<b>Due Date</b>	28-Jul-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Invest in and develop a low code digital platform that can be used to transform our services and applications. Programme to span a number of years, with the Council Delivery Plan project focussing on key activities planned during 2024/25.						
<b>Latest Update</b>	15-Nov-2024 The new Hitchin Town Hall booking system has been completed and handed over. Following the decision to proceed with the development of a burials application, this project is ongoing and expected to be delivered by the end of July 2025. A grants database is also being developed and is expected to be delivered by the end of March 2025. Following confirmation of the new waste contractor, we are now working with Veolia to develop the new waste services system and prepare for integration. Expect to deliver this project at the start of May 2025. However, we have recently been advised that data from Veolia's Echo system will not be available until mid-April 2025, which leaves a very limited timeframe for matching data with our platform and testing, ready for 'go live'. Resources are in place to deliver current projects and to continue delivering the programme over the coming years. The programme will also benefit from the Multiverse apprenticeship programme that NHC is participating in, which aims to develop the digital skills of the wider workforce. Engagement with stakeholders and NHC teams continues.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
Scope and investigate replacement of Burials system.	30-Jun-2024	Yes	Initial scoping for the replacement of the current in-house database completed. Decision made to provide a replacement system via the new digital platform.				
Integrate Netcall into Microsoft Azure for wider integration capabilities.	30-Sep-2024	Yes	The Azure tenancy is ready to go and can facilitate single sign on for customers to sign in via MyAccount or for staff to sign into any applications created.				
Commence development of waste services processes and preparations for integration with new contractors' software.	01-Oct-2024	Yes	Work commenced and plans have now been agreed with Veolia.				
Hitchin Town Hall booking system developed.	31-Oct-2024	Yes	The Hitchin Town Hall application has been completed and handed over.				
New Milestone - Development and delivery of a Grants database.	28-Mar-2025	No					
New Milestone - Waste Services - integrations with contractors' software.	26-Apr-2025	No					
New Milestone - Waste Services - project delivery.	01-May-2025	No					
New Milestone - Develop and deliver a Burials application.	28-Jul-2025	No					
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 1. Resources within key teams available to deliver. 2. Unexpected limitations within new digital platform. 3. Unexpected delays or limitations relating to the new waste contract/contractor. Data from Veolia's Echo system not being available until mid-April 2025 leaves a very limited timeframe for matching data with our platform and testing, ready for 'go live' at the start of May 2025.					6	6	3

	<b>King George V Skate Park</b>	<b>Due Date</b>	31-Mar-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Following complications with the initial procurement exercise in 2023/24, complete a procurement exercise to appoint a contractor to replace the existing King George V skate park and oversee delivery of the completed project.						
<b>Latest Update</b>	21-Oct-2024 The procurement process has now commenced. This is being managed by Groundwork. Expect to award the contract in mid-December 2024 following the evaluation of tender responses. Precise timings for the on-site delivery of the project will need to be agreed with the successful contractor, although the procurement timetable gives an indicative on-site start date of mid-January 2025. Although on-site delivery timings are still to be agreed, we anticipate the new skate park being completed and open for use in this financial year, as a target delivery date of 31 March 2025 has been included in the procurement documentation. Due to not yet completing the procurement exercise or confirming the delivery plan, and the potential impact on project timescales due to the winter weather, there is a risk that project completion could be delayed. However, this is likely to only have a low impact should it materialise.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
01. Finalise formal SLA with Groundwork relating to the management of procurement processes.	12-Jul-2024	Yes					
02. NHC Legal to review relevant procurement documentation prior to Groundwork commencing tender process.	18-Aug-2024	Yes	Legal review of procurement documentation undertaken. This took slightly longer than originally envisaged and was completed in September 2024 rather than August 2024.				
03. Groundwork confirms procurement timetable.	11-Oct-2024	Yes	Timetable confirmed following Legal review of relevant procurement documentation.				
04. Commence tender process.	14-Oct-2024	Yes	ITT published on 14 October 2024.				
05. Award contract following evaluation of tender responses.	17-Dec-2024	No	Due date added. Procurement timetable has scheduled the confirmation of contract award for 17 December 2024. Deadline for receipt of tenders is 15 November 2024 and the evaluation of tenders is scheduled to be completed by the end of November 2024.				
06. Contractor confirms project plan and timings.	02-Jan-2025	No	Provisional due date added. Due date to be confirmed with the successful contractor. However, currently the procurement timetable has a contract and mobilisation start date of 2 January 2025, and so this date is being used to indicate when the project plan and timings are likely to be agreed.				
07. Contractor to commence on-site project delivery.	15-Jan-2025	No	Provisional due date added. Procurement timetable references a target commencement date of 15 January 2025. However, this will need to be confirmed by the successful contractor following contract award.				
08. Contractor to conduct further communication/consultation during the early stages of project delivery.		No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the selected contractor.				
09. Contractor completes on-site works.		No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the selected contractor.				
10. New skate park officially opened to the public.		No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the selected contractor.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> - Until precise timings are confirmed, there is a risk that the project will not be completed by the end of March 2025. - As with all procurement processes, there is a risk that the outcome will be challenged.					2	2	1

	<b>Leisure Centre Decarbonisation</b>	<b>Due Date</b>	02-Feb-2026	<b>Original Date</b>	02-Feb-2026
<b>Project Summary</b>	Using a combination of external funding and NHC capital funding, deliver a project to decarbonise our three leisure centres. The main activities are replacing end of life gas boilers with Air Source Heat Pumps and installing Solar PV panels to enable on-site generation of electricity. Replacing gas heating for our leisure centres with low carbon alternatives is the single most effective action we can take towards meeting our target of being carbon neutral by 2030.				
<b>Latest Update</b>	07-Nov-2024 We appointed an external Quantity Surveyor in September 2024 to provide expertise and oversee NHC's interests. Stage 3 design phase also commenced. This identified that additional work is required on Royston Leisure Centre roof to support Solar PV. Pre-applications have been submitted to Planning and Stage 3 designs have been sent to LGCHF (seeking their permission for external works at North Herts Leisure Centre), to ensure we can move confidently towards planning applications. Willmott Dixon Construction (WDC) have advised that programme durations have increased due to additional unforeseen works identified in the Stage 3 design phase (highlighted changes to milestone due dates reflect this) and that the project will involve closures/disruption at all sites. Following receipt of WDC's Stage 2 report, on 4 November 2024, Project Board approved a number of recommendations allowing the project to move into the next phase. The key ones were to (1) draw down Year 1 grant funding, placing early orders for Air Source Heat Pumps and Solar PV, prior to entering the construction contract, and (2) to proceed with a planning application, complete Stage 3 design, commence Stage 4 design and enter discussions with WDC on NEC contract clauses. This decision increases costs committed to the project to circa £1million and comes with a number of potentially significant risks, as well as additional project costs (e.g., storage of early procured materials). Until the final contract cost is known (January 2025), there is the potential for further cost increases due to design detail being further realised during each stage and the results of site surveys revealing issues not known in previous stages, which will need to be overcome.				
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>		
Council approves an increase in capital expenditure for the decarbonisation work and revenue expenditure for the termination and removal fees of gas CHPs.	11-Jul-2024	Yes			
Pre-Construction Services Agreement with Willmott Dixon signed.	29-Jul-2024	Yes	Agreed and signed on 2 August 2024.		
Appoint external Quantity Surveyor to oversee NHC's interests.	30-Aug-2024	Yes	Appointed Varsity Consulting to act as the Employers Agent for North Herts Council on the leisure decarbonisation project. This includes carrying out tasks of Quantity Surveyor, Cost Consultant and Contract Administrator. Decision taken 24 September 2024. Decision notified 27 September 2024.		
New milestone - Project Board - hold point to decide whether to continue the project.	04-Nov-2024	Yes	Project Board approved a number of recommendations allowing the project to move into the next phase.		
Complete Stage 3 design phases.	11-Nov-2024	Yes	Willmott Dixon's latest update shows that Stage 3 has been completed.		
New milestone - Willmott Dixon Construction submit contract offer.	21-Jan-2025	No	Until this point, there remains risks associated with project costs and potential budget implications.		
Planning permissions obtained.	07-Feb-2025	No	Due date to change to 13 February 2025 to reflect the revised project plan. Planning submissions for each site and subsequent determinations scheduled to take place between November 2024 and February 2025.		
Enter into construction contract with Willmott Dixon.	19-Feb-2025	No	Due date to change to 10 March 2025 to reflect the revised project plan.		
Commence de-carb works at Hitchin Swimming and Fitness Centre.	18-Mar-2025	No	Due date to change to 7 April 2025 to reflect the revised project plan.		
Commence de-carb works at Royston Leisure Centre.	24-Mar-2025	No	Due date to change to 2 May 2025 to reflect the revised project plan.		
Provide Salix with required project updates.	01-Apr-2025	No	Any changes to proposed energy savings, evidence relating to the size of radiators and heat distribution systems, and calculations supporting the size of selected heat pumps.		


Commence de-carb works at North Herts Leisure Centre.	15-Apr-2025	No	Due date to change to 28 April 2025 to reflect the revised project plan.			
Complete de-carb works at Royston Leisure Centre.	06-Aug-2025	No	Due date to change to 31 October 2025 to reflect the revised project plan.			
Complete de-carb works at Hitchin Swimming and Fitness Centre.	11-Aug-2025	No	Due date to change to 24 November 2025 to reflect the revised project plan.			
Complete de-carb works at North Herts Leisure Centre.	09-Sep-2025	No	Due date to change to 17 November 2025 to reflect the revised project plan.			
Provide Salix with finalised project data (including costs and energy values) and details of carbon savings monitoring and reporting arrangements.	02-Feb-2026	No				
Risks			Risk Level	Original Score	Current Score	Target Score
<b>Risks:</b> - NHC responsible for funding all project costs beyond agreed grant funding. - Unforeseen detailed survey findings require changes to project specifications and lead to additional financial costs. - Failure to obtain required planning permissions. - Delays obtaining required Distribution Network Operator/Planning approvals lead to delays in commissioning/completing project works. - Failure to deliver project in line with agreed grant conditions leads to loss of grant funding. - Short programme delivery timeframes impact the ability to drawdown Year 1 2024/25 Salix grant funding within the agreed financial year leading to loss of funding. - Disruption to day-to-day operations during works leads to customer dissatisfaction.				8	8	6


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	<b>Local Plan Review</b>	<b>Due Date</b>	31-Dec-2027	<b>Original Date</b>	31-Dec-2027	
<b>Project Summary</b>	To undertake a review and update of the Council's statutory Local Plan as agreed in principle by Cabinet in January 2024.					
<b>Latest Update</b>	06-Nov-2024 Central Government consulted on an updated National Planning Policy Framework (NPPF) in Summer 2024, and we are awaiting the outcomes of this consultation. The constant flux in the planning system currently is making it difficult to pin down the expectations of what we should be delivering and the associated timescales. An initial Local Development Scheme (LDS) has been drafted and will be presented to Project Board later in November 2024 and Cabinet in January 2025. The Strategic Planning Team continue to update evidence studies and prepare in the meantime.					
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>			
01. In principle approval that Local Plan review is undertaken.	16-Jan-2024	Yes	Approved by Cabinet in January 2024.			
02. Approval of Local Development Scheme.	31-Dec-2024	No	Proposal to change due date to 14 January 2025. Initial LDS has been drafted and will be presented to Project Board in November 2024 and Cabinet in January 2025.			
03. Notice of start of plan-making given to Secretary of State.		No	Due date to be confirmed - currently, only a general estimate for completion is available (Spring 2025).			
04. Complete 'Gateway 1' advisory assessment.		No	Due date to be confirmed - currently, only an estimate for completion is available (September 2025).			
05. Complete first mandatory public consultation.		No	Due date to be confirmed - currently, only a general estimate for completion is available (October - November 2025).			
06. Complete 'Gateway 2' advisory assessment.		No	Due date to be confirmed - currently, only an estimate for completion is available (September 2026).			
07. Complete second mandatory public consultation.		No	Due date to be confirmed - currently, only a general estimate for completion is available (October - November 2026).			
08. Complete 'Gateway 3' assessment and submit for examination.		No	Due date to be confirmed - currently, only an estimate for completion is available (February 2027).			
09. Receipt of examination outcome.		No	Due date to be confirmed - currently, only an estimate for completion is available (November 2027).			
10. Finalisation and adoption of digital plan.		No	Due date to be confirmed - currently, only an estimate for completion is available (December 2027).			
<b>Risks</b>			<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
Risks: - Government fails to provide regulations and guidance in a timely fashion. - Government introduces different or new or substantive reforms to the planning system and / or national policy. - Failure to retain/recruit sufficiently experienced officers to implement required programme of work. - Failure to secure funding to resource the process. - Failure to obtain political and / or Government approval at key stages or gateways. - Government intervention if inadequate progress is made upon Local Plan Review.				5	5	3




<ul style="list-style-type: none"> <li>- Inadequate guidance leads to scheme outcomes that do not appropriately respond to, or contribute towards, corporate objectives and priorities of climate change, environment, economy and place.</li> <li>- Poor scheme outcomes that do not appropriately respond to local character and context.</li> <li>- Adverse appeal findings on other/non-Local Plan sites if progress on the Local Plan Review is delayed or stalled.</li> </ul>				
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	<b>Waste and Street Cleansing Contract</b>	<b>Due Date</b>	31-Aug-2025	<b>Original Date</b>	31-Aug-2025
<b>Project Summary</b>	Complete procurement of the new Waste and Street Cleansing contract and commence mobilisation. Prepare to implement agreed service changes included in the contract.				
<b>Latest Update</b>	14-Nov-2024 Following completion of the intention to award contract phase, in September 2024 we publicised that the next joint waste, recycling and street cleansing contract will be awarded to Veolia, starting from May 2025. Formal contract award phase (finalisation and signing of contract) expected to be completed by the end of December 2024. Meetings have commenced with Veolia. Key activities over the coming months include commencing procurement of new fleet vehicles and finalising IT specifications. A Project Board has been established for mobilisation of the new contract, and a related project plan and risk log are in place. Risk likelihood score reduced to 'medium' to reflect that assignment of the Letchworth depots lease has been completed and the contract award phase is nearing completion. However, there remain numerous risks relating to this project including the delivery of required EV charging and IT infrastructure, and the assessed risk level remains 'high'.				
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>		
Evaluation of final tenders and production of Evaluation Report.	17-Jun-2024	Yes			
Project Board sign off of Evaluation Report and award recommendation.	21-Jun-2024	Yes			
Executive and Cabinet approval to award the contract to the preferred bidder.	09-Jul-2024	Yes	Cabinet agreed to award the contract to the preferred bidder, contingent upon the completion of the Letchworth depots lease assignment from the incumbent provider to the Council. The assignment of the Letchworth depots lease was subsequently completed.		
End of contract award standstill period.	12-Aug-2024	Yes			
First meetings held with preferred bidder.	15-Aug-2024	Yes			
Intention to award contract phase completed.	31-Aug-2024	Yes	Milestone completed and communicated in September 2024 that we will be re-establishing a partnership with Veolia.		
Press communication.	10-Sep-2024	Yes			
Commence procurement of new fleet vehicles.	15-Nov-2024	Yes	We have approved capital funding of £5.285 million (excluding VAT) for the purchase of waste and street cleansing vehicles for the new contract. This has allowed the procurement process for NHC vehicles to commence.		
Develop IT specifications.	30-Nov-2024	Yes	Due date entered. Full specifications for the garden waste platform and additional forms have been developed. We have also commenced relevant build processes. From a technical standpoint, we have the information we need to have scoped and planned the project and will soon know exactly what data we need to provide.		
Finalisation and signing of contract (formal contract award).	31-Dec-2024	No	Due date entered.		
Confirmation of final delivery plans and H&S arrangements.	04-Mar-2025	No	Due date entered. Delivery plans to be finalised in line with the finalisation of the contract. H&S arrangements to be confirmed two months prior to the mobilisation of the new contract.		
Finalise new service collection rounds.	01-Apr-2025	No	Due date entered. This relates to finalising collection rounds for the agreed service changes included in the contract.		

Condition surveys and demobilisation of depots.	03-May-2025	No	Due date entered.			
Commence mobilisation of new contract.	04-May-2025	No	Due date entered. New contract to start in May 2025.			
New bin and caddy deliveries.	04-Aug-2025	No	Due date entered. Bin and caddy deliveries expected to take place prior to and up to commencement of the new services.			
New services to commence.	04-Aug-2025	No	New services to commence in August 2025.			
Risks			Risk Level	Original Score	Current Score	Target Score
<b>Risks:</b> - Delay in completing the assignment of Letchworth depot lease delays contract award (no longer a risk, as lease assignment completed). - Insufficient resources/capacity to deliver mobilisation work in the shortened mobilisation timeframe. - Final Government Resources & Waste Strategy differs from contract specification (Government response to proposed statutory guidance consultation published May 2024). - Uncertainty over certain cost elements, including new MRF contract. - Delays cause mobilisation challenges e.g., a shortened window to procure new fleet vehicles for Day 1 of the contract. - Inability to develop online forms and integrate these with new systems (NHC income management system and preferred supplier systems). - EV charging infrastructure is not in place for start of contract. - Public confusion around contract mobilisation and service changes.				9	8	6

# Corporate Risks

Risks	Risk Level	Original Score	Current Score	Target Score
<p><b>Resourcing</b>  <b>Risks:</b>                      Ability to recruit and retain staff, as well as supporting new priorities and external pressures, affects delivery of the projects and actions in the Council Delivery Plan and service plans. This is particularly relevant for certain service areas where it is especially difficult to recruit and retain staff. Also, impacts of emergency planning events on staff resources.</p>		8	9	5
<p><b>Cyber Risks</b>  <b>Risks:</b>                      Prolonged widespread disruption to/failure of IT infrastructure/systems.                      Possible causes:                      - Deliberate and unauthorised breaches of security e.g., ransomware, denial of service.                      - Unintentional/accidental breaches of security e.g., action of individual staff/Members.                      - Weakness/failure of essential IT infrastructure e.g., loss of internet access.                      - Evolving risk appetite/profile associated with IT systems, as we pursue increased use of hosted systems and associated risks to individual systems are transferred to suppliers.                      Leading to:                      - Inability to deliver services/projects.                      - Unbudgeted costs to enable recovery.                      - Reputational damage.</p>		8	8	8
<p><b>Financial Sustainability</b>  <b>Risks:</b>                      - Funding reductions as a result of new funding formula.                      2. Sales, fees, and charges income shortfalls, either due to rates not tracking inflation and/or reductions in demand.                      3. Not able to make the required decisions to deliver budget savings required.                      4. Increases in costs (reductions in income) as a result of inflationary increases.                      5. Uncertainty over levels of pay inflation required.</p>		9	9	5

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<b>CABINET</b>
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<b>14 JANUARY 2025</b>
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<b>*PART 1 – PUBLIC DOCUMENT</b>
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**TITLE OF REPORT: GARDEN WASTE CHARGE 2025/2026**

REPORT OF: Service Director – Place

EXECUTIVE MEMBER: Recycling and Waste Management

COUNCIL PRIORITY: SUSTAINABILITY

**1. EXECUTIVE SUMMARY**

For Cabinet to agree the level of garden waste charge for the subscription period 1 April 2025 to 31 March 2026. The charge can be considered in relation to charges by other Local Authorities, increases in the cost of providing the service and encouraging home composting.

**2. RECOMMENDATIONS**

- 2.1. That Cabinet approve the garden waste subscription charge for the period 1 April 2025 – 31 March 2026, at £55.

**3. REASONS FOR RECOMMENDATIONS**

- 3.1. To ensure the Council's garden waste service is financially sustainable, in line with the priorities of the Council and of the Shared waste service.

**4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1. To agree an alternative charge for the period, however this is not recommended.

**5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS**

- 5.1. The Executive Member for Waste and Recycling has been consulted and the proposed level of charge was also discussed at budget workshops for both the administration and opposition groups in November 2024.

**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 15 November 2024.

## **7. BACKGROUND**

- 7.1. East Herts Council (EHC) and North Herts Council (North Herts) entered into a Shared Service arrangement in 2017 and a joint contract was let which commenced in May 2018.
- 7.2. The current service covers the requirements for the collection of waste and recycling from approximately 124,000 households and over 1,920 commercial customers as well as street cleansing services across East and North Hertfordshire.
- 7.3. North Herts Council introduced a subscription service for collection of garden waste in 2018. Unlike household waste and recycling, there is no legal requirement to collect garden waste and councils can charge for collections. Not all properties in North Herts require a garden waste collection service, as they either do not have a garden or compost their garden waste. Introducing a charge means that only households that choose to use the service will pay. Around two-thirds of local authorities in England and Wales charge for garden waste collection.
- 7.4. Approximately 32,000 households are signed up to the service. Garden waste customers have historically paid an annual charge for their subscription, however in February 2023, the Council agreed to a one-off charge of £49 for an 18 month period from October 2023 to March 2025. This was so that the council could bring its subscription renewal period back to when it was intended to start from, which is better aligned to the gardening seasons. It also brings it in line with East Herts Council, with both having a 1 April subscription renewal date from 2025.
- 7.5. The Council operates a half price concession for its garden waste subscription service to households in receipt of Council Tax Reduction, with the current charge being £24.50.
- 7.6. The new subscription year starts on 1 April 2025 and therefore the level of charge needs to be agreed by Cabinet in advance, (which has responsibility for setting fees and charges) so that households can start to sign up for the new subscription year from February.
- 7.7. Although the dates of the subscription periods are now aligned, both councils can act independently in setting their own garden waste charges.

## **8. RELEVANT CONSIDERATIONS**

- 8.1. In Hertfordshire, currently only Stevenage and Hertsmere do not have a chargeable garden waste service, however Hertsmere are introducing one from April 2025. Stevenage cannot charge for garden waste collections as they currently collect food and garden waste together.
- 8.2. The North Herts current charge is amongst the lowest across Hertfordshire. The current charges for each authority can be found below. It is anticipated that several of these will see significant increases in 2025/26.

Broxbourne	£49
East Herts	£49
Dacorum	£50
North Herts	£49

St Albans	£63
Three Rivers	£65
Watford	£55
Welwyn Hatfield	£55

- 8.3 In July 2024, North and East Herts Councils awarded a new waste, recycling and street cleansing contract to Veolia, which commences in May 2025. As has been referenced in previous reports, contract costs will be higher than under the previous contract. The costs for the collection of garden waste will rise by around 42% based on current year prices, (with a further inflationary increase to be applied in May) and therefore this should be a key consideration when making a decision on the appropriate level of garden waste charge for 2025/26. The collection cost is just one component of the total cost of the service. There are also costs of collecting and reconciling payments, bin hangers managing the collection contract, communications about waste services and (over time) the cost of replacement and repairs to bins. The overhead costs linked to all the above will also be considered when setting a charge.
- 8.4 As we will also be providing a concessionary discount, overall the cost of that discount will be contributed to by those that are paying the full cost of the service.
- 8.5 As well as considering costs, the charge can also be set to encourage home composting. This has environmental benefits (e.g. avoiding the transporting of garden waste) over the garden waste collection service.

## 9. LEGAL IMPLICATIONS

- 9.1 Section 45(1) of the Environmental Protection Act 1990 imposes a duty on councils to arrange for the collection of household waste (save in prescribed circumstances). There is no obligation on councils to collect garden waste.
- 9.2 Section 45(3) of the Environmental Protection Act 1990 states “no charge shall be made for the collection of *household* waste except in cases prescribed in regulations made by the Secretary of State”. However, Section 45(4) of the Environmental Protection Act 1990, allows for councils to charge a reasonable charge for the collection and disposal of non-household waste, which would include garden waste.
- 9.3 Section 4 of Schedule 1 of the Controlled Waste (England and Wales) Regulations 2012 states that charges may be made for the collection of garden waste.

## 10. FINANCIAL IMPLICATIONS

- 10.1. The Council’s financial forecasts are currently based on an annual charge of £49 for 2025/26. Assuming the sign-up rate continues at 32,000 households, the additional income from increasing the charge by £6 (to £55) would be around £192,000. A small 2% drop-off in the sign-up rate would reduce the additional income to around £150k. This additional income will contribute towards the additional costs of the garden waste collection service (including collection costs, other direct costs and overheads).

- 10.2. The overall costs of the waste collection and street cleansing service will be reviewed as part of the 2025/26 budget setting process. The budget process for 2024/25 has already added a significant increase in costs, in relation to the revenue cost of capital for the investment in the new vehicles. With that addition, it is forecast that the costs will be broadly in line with the current projected budget.

## **11. RISK IMPLICATIONS**

- 11.1. Good Risk Management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.
- 11.2. Any increase in charges may have an impact on residents' ability or desire to pay for the garden waste service. This will affect the income generated and the contribution that this makes towards the costs of the service. Whilst some costs, (especially the collection costs paid to the contractor) will vary directly with the number of sign-ups, some are more fixed.

## **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. As the garden waste charge relates to a household rather than an individual, the Council has previously agreed to apply a concessionary rate to those households that qualify for the council tax reduction scheme. The concessionary discount will continue to apply, as a 50% reduction on any increase.

## **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 collection of garden waste requires the use of non-electric large collection vehicles. Subject to cost, the intention is to minimise the environmental impact by using Hydrogenated Vegetable Oil (HVO) to replace some (or all) of the diesel usage. The charging for garden waste collection may encourage some residents to compost their garden waste which then reduces some of fuel emissions and has environmental benefits such as those relating to soil health.

## **15. HUMAN RESOURCE IMPLICATIONS**

- 15.1 There are no human resource implications as a result of this report.

## **16. APPENDICES**

- 16.1 None



**17. CONTACT OFFICERS**

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**18. BACKGROUND PAPERS**

18.1 None

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**OVERVIEW AND SCRUTINY DECISIONS AND MONITORING TRACKER**

**DECISIONS**

Item number	Recommendation/ Referral	Details from Cabinet	Status
<b>November 2024 - MUSEUM STORAGE OPTIONS APPRAISAL</b>			
14	Six recommendations were made to Cabinet on 19th November 2024, following the O&S meeting of 12th November 2024. Cabinet considered and noted as recommended.	<p>2.1. That Cabinet note the current projected costs, advantages and disadvantages of each option.</p> <p>2.2. That Cabinet approve use of the allocated £4m budget in the current capital programme for this project to develop more detail on the costs of Option D and to acquire the necessary details for a planning application to be made.</p> <p>CABINET APPROVE THE USE OF 30K FROM THE BUDGET (WAREHOUSE BUDGET)</p> <p>2.3. That Cabinet approve use of the allocated £4m budget in the current capital programme for this project to develop more detail on the costs of Option E, should a suitable property become available.</p> <p>2.4. That Cabinet consider and give approval for officers to apply for grant funding towards the investigations mentioned in 2.2 and 2.3 and recognise the need to align investigations with grant funding timetables in this instance.</p> <p>2.5. That Cabinet resolve to discount options A, B and G and recommend that they are no longer developed or explored further.</p>	Open

		<p>2.6. That Cabinet indicates which of the other options outlined within the report (C and F) should be pursued further and which should be discounted.</p> <p><a href="#">Cabinet meeting: Tuesday 19th November 2024 @7.30pm</a></p>	
<b>November 2024 - SUPPORTED HOUSING SCHEME FOR WOMEN</b>			
13	<p>One recommendation was made to Cabinet on 26th November 2024, following the O&amp;S meeting of 12th November 2024. Cabinet considered and noted as recommended.</p>	<p>That the Cabinet supports the allocation of £73k of ring fenced MHCLG Homelessness Prevention Grant to HCC to match fund the two-year pilot of Druglink's Supported Housing Scheme for Women.</p> <p><a href="#">Cabinet meeting: Tuesday 26th November 2024 @7.30pm</a></p>	Open

**MONITORING**

Item number	Recommendation/ Referral for Monitoring	Date accepted by Cabinet	Review Period	Monitoring Information	Status
<b>June 2024 - LEISURE INVESTMENT OPTIONS</b>					
4	<p>2.1 That Cabinet agree in principle to terminate the Combined Heat and Power Centrica contracts at North Herts Leisure Centre (NHLC) and Hitchin Swimming and Fitness Centre (HSFC) at the appropriate time during the Public Sector Decarbonisation Scheme project and recommend to Council as per recommendation 2.7 below regarding the termination fee.</p> <p>2.2 That Cabinet expresses its profound disappointment at the position taken by Centrica over the cost of the combined heat and power contract termination, given the company's stated position as "Energising a greener, fairer future" and requests that the Council continues to raise, and seek solutions to, the issue of long-term inflexible agreements for gas CHPs with Salix and Government, which will inevitably prevent many public sector organisations from achieving their net zero ambitions.</p> <p>2.3 That Cabinet does not approve the business case for Royston Leisure Centre Learner Pool at this time due to matters identified in the part 2 report.</p> <p>2.4 That Project Board will review the business case for the Royston Learner Pool, after further work has taken place to explore any other funding options that are realistically available. That review will then feed into the planned review of the Council's capital</p>	18th June 2024			Open

	<p>programme, as part of the 2025/26 budget setting process.</p> <p>That Cabinet recommends to Council:</p> <p>2.5 an increase in capital expenditure of £2.4m into the capital programme for the decarbonisation work to the three leisure centres. The overall budget will be profiled across 2024/25 and 2025/26.</p> <p>2.6 an increase in the capital budget of £250k for the Royston Leisure Centre (RLC) gym extension, to ensure the extension is built to net zero carbon standards.</p> <p>2.7 approval of revenue expenditure of up to £757k for termination and removal fees of the gas CHPs at North Herts Leisure Centre and Hitchin Fitness and Swimming Centre. This would be funded from General Fund reserves.</p>				
<b>June 2024 - KEY PERFORMANCE INDICATORS 2024/25</b>					
6	<p>That Cabinet adopted the performance indicators set out in paragraph 8.3 for 2024/25.</p> <ul style="list-style-type: none"> <li>• Considered adding Key Performance Indicators regarding performance of third-party suppliers and staff satisfaction.</li> <li>• Agreed that Key Performance Indicators were published to the Members Information Service when provided to Cabinet.</li> </ul>	18th June 2024			Open
<b>July 2024 - WASTE CONTRACT</b>					
9	<ul style="list-style-type: none"> <li>• That Cabinet agrees to award the waste, recycling and street cleansing contract to the preferred bidder, as identified in Part 2 of this report.</li> </ul>	9th July 2024			Open

	<ul style="list-style-type: none"><li>• That Cabinet agrees to the delegation of powers to the Director of Resources and the Director of Place in consultation with the Executive Members for Finance and IT and Recycling and Waste Management to determine whether the Council Capital funds vehicles.</li><li>• That Cabinet agrees to approve the formation of a joint mobilisation project board to include the Executive Members responsible for Finance and IT as well as the Executive Member covering waste, recycling and street cleansing services for both EHC and North Herts to monitor the progress of the mobilisation of the waste, recycling and street cleansing contract.</li><li>• That Cabinet has regard for the draft statutory guidance in Appendix 6 and taking into account the matters set out in this Part 2 report and any Part 2 clarifications, reconfirms the decision on the 3-weekly collection frequency of residual waste collections made by Cabinet as per 7.5 and provides clear reasons for the decision.</li></ul>				
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