

24 January 2025

Our Ref Overview and Scrutiny Committee 4
February 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, 4TH FEBRUARY, 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**

Item		Page
1. APOLOGIES FOR ABSENCE	Members are required to notify any substitutions by midday on the day of the meeting. Late substitutions will not be accepted and Members attending as a substitute without having given the due notice will not be able to take part in the meeting.	
2. MINUTES - 7 JANUARY 2025	To take as read and approve as a true record the minutes of the meeting of the Committee held on the 7 January 2025.	(Pages 5 - 14)
3. NOTIFICATION OF OTHER BUSINESS	Members should notify the Chair of other business which they wish to be discussed at the end of either Part I or Part II business set out in the agenda. They must state the circumstances which they consider justify the business being considered as a matter of urgency. The Chair will decide whether any item(s) raised will be considered.	
4. CHAIR'S ANNOUNCEMENTS	Members are reminded that any declarations of interest in respect of any business set out in the agenda, should be declared as either a Disclosable Pecuniary Interest or Declarable Interest and are required to notify the Chair of the nature of any interest declared at the commencement of the relevant item on the agenda. Members declaring a Disclosable Pecuniary Interest must withdraw from the meeting for the duration of the item. Members declaring a Declarable Interest, wishing to exercise a 'Councillor Speaking Right', must declare this at the same time as the interest, move to the public area before speaking to the item and then must leave the room before the debate and vote.	
5. PUBLIC PARTICIPATION	To receive petitions, comments and questions from the public.	
6. URGENT AND GENERAL EXCEPTION ITEMS	The Chair to report on any urgent or general exception items which required their agreement. At the time of printing the agenda, the Chair had not agreed any urgent or general exception items.	

7. CALLED-IN ITEMS

To consider any matters referred to the Committee for a decision in relation to a call-in of decision. At the time of printing the agenda, no items of business had been called-in.

8. MEMBERS' QUESTIONS

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

9. HEALTH MATTERS

To receive a presentation from Herts and West Essex Integrated Care Board on dentistry provision in North Herts.

10. DIGITAL TRANSFORMATION PROGRAMME UPDATE

INFORMATION NOTE OF THE CUSTOMER & DIGITAL SERVICES
MANAGER

(Pages
15 - 34)

To provide a brief presentation on the Council's digital transformation programme to date.

11. OVERVIEW AND SCRUTINY WORK PROGRAMME

REPORT OF THE SCRUTINY OFFICER

(Pages
35 - 52)

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.

12. OVERVIEW AND SCRUTINY DECISIONS AND MONITORING

REPORT OF THE SCRUTINY OFFICER

(Pages
53 - 58)

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

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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, 7TH JANUARY, 2025 AT 7.30 PM

MINUTES

Present: *Councillors: Matt Barnes (Chair), Tina Bhartwas, Jon Clayden, Ralph Muncer, Louise Peace, Martin Prescott, Claire Winchester, Donna Wright, Daniel Wright-Mason and Emma Fernandes.*

In Attendance: *Ian Couper (Service Director - Resources), Sarah Kingsley (Service Director - Place), James Lovegrove (Committee, Member and Scrutiny Manager), Jeevan Mann (Scrutiny Officer) and Callum Reeve (Electoral Services Assistant).*

Also Present: *At the commencement of the meeting no members of the public were present.*

Councillor Daniel Allen, as Leader of the Council, Councillor Ian Albert, as Executive Member for Finance and IT, Councillor Amy Allen, as Executive Member for Recycling and Waste Management, and Councillor Val Bryant, as Executive Member for Community and Partnerships, were in attendance.

57 APOLOGIES FOR ABSENCE

Audio recording – 1 minute 23 seconds

Apologies for absence were received from Councillors Tom Tyson and Laura Williams.

Having given due notice, Councillor Emma Fernandes substituted for Councillor Williams.

Councillor Elizabeth Dennis was absent.

58 MINUTES - 12 NOVEMBER 2024

Audio Recording – 1 minute 41 seconds

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 12 November 2024 be approved as a true record of the proceedings and be signed by the Chair.

59 NOTIFICATION OF OTHER BUSINESS

Audio recording – 2 minutes 30 seconds

There was no other business notified.

60 CHAIR'S ANNOUNCEMENTS

Audio recording – 2 minutes 35 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.
- (5) The Chair advised of a change to the order of the agenda and Agenda Item 13 would be taken after Agenda Item 16.

61 PUBLIC PARTICIPATION

Audio recording – 3 minutes 42 seconds

There was no public participation at this meeting.

62 URGENT AND GENERAL EXCEPTION ITEMS

Audio recording – 3 minutes 47 seconds

The Chair advised that he had agreed to one item under the Urgent Proceedings regarding the Leisure Centre Decarbonisation Project and provided detail on the reasons for urgency. The Chair noted that the full Urgency Notice had been published on the Council website.

63 CALLED-IN ITEMS

Audio recording – 4 minutes 54 seconds

There have been no called-in items.

64 MEMBERS' QUESTIONS

Audio recording – 4 minutes 58 seconds

No questions had been submitted by Members.

65 EXCLUSION OF PRESS AND PUBLIC

Audio recording – 5 minutes 04 seconds

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

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

66 LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 2

N.B. This item was considered in restricted session and therefore no recordings were available.

Councillor Mick Debenham, as Executive Member for Environment, Leisure and Green Spaces, presented the report entitled 'Leisure and Active Communities Agency Model – Part 2'.

Councillor Matt Barnes, as Chair, proposed and Councillor Claire Winchester seconded and, following a vote, it was:

RECOMMENDED TO CABINET: That Overview and Scrutiny recommend to Cabinet that:

- (1) Cabinet agrees in principle to entering into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities, subject to the Council obtaining favourable VAT Tax advice, and varying the Contract in accordance with the external Part 2 Appendix C legal advice and Part 2 legal implications.
- (2) That the final decision on entering into the Agency Agreement be delegated to the Service Director – Place, in consultation with the Executive Member for Leisure, Environment and Green Spaces and Service Directors – Resources and Legal & Community.

REASON FOR RECOMMENDATION: To ensure the maximum financial sustainability of our leisure services, in line with our council priorities.

67 LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 1

Audio recording – 50 minutes 09 seconds

Councillor Mick Debenham, as Executive Member for Environment, Leisure and Green Spaces, presented the report entitled 'Leisure and Active Communities Agency Model – Part 1' and advised that:

- In March 2023, HMRC announced changes to the VAT applicable to leisure services which meant that these could now be treated as non-business.
- Therefore, leisure services sold, for example a gym membership, would no longer need to charge VAT.
- Several leisure providers were now looking at how arrangements could be improved for both operators and authorities.
- A proposal had been received from SLM by the Council following this announcement and this had been discussed in detail in Part 2.

In response to a question from Councillor Ralph Muncer, the Service Director – Place advised that the new proposed scheme would commence from 1 April 2025, subject to legal agreements.

The following Members took part in the debate:

- Councillor Jon Clayden
- Councillor Ralph Muncer

Points raised during the debate included:

- There were clear opportunities presented, and the reasons provided were clear, however there was concern that there were risks involved and would not be able to support this.

- All decisions of the Council have risk, and these must be balanced against the potential benefits.
- If the risks could be managed effectively within contract negotiations, the proposal would lead to a substantial amount of money being available to the Council to invest in services in the district.

Councillor Matt Barnes, as Chair, proposed and Councillor Tina Bhartwas seconded and, following a vote, it was:

RECOMMENDED TO CABINET: That Overview and Scrutiny recommend to Cabinet that:

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REASON FOR RECOMMENDATION: To ensure the maximum financial sustainability of our leisure services, in line with our council priorities.

68 CRIME AND DISORDER MATTERS

Audio recording – 55 minutes 14 seconds

Chief Inspector Hannah Treadwell, Inspector James Land, and PS Taz Gill, from Hertfordshire Constabulary, provided a presentation, including slides and videos, on Youth Engagement and Crime Prevention and advised of the following, that:

- The purpose of this presentation was to offer Members information on Youth Engagement and Crime Prevention.
- The Control Strategy allowed the police to deal with everything and could pick specific areas for focus depending on statistics, including anti-social behaviour figures. This meant that different priority areas within a county might be focussed on by different Community Safety teams.
- There were several organisations involved in the prevention of youth crime and providing engagement activities with young people, including the County Children and Young Peoples team, the Child Online Safeguarding team, Missing Persons teams, as well as others both internal at Herts Police and external.
- Overall engagement with young people at North Herts schools was good and teachers and support staff were supportive of hosting engagement activities.
- The Police had liaised with a group called the 'Crucial Crew' who provided engagement services to schools. The first of these sessions took place in October 2024 and over 1000 students attended across the 10 day period and included representatives from British Transport Police, Herts Fire and Rescue and the Ambulance service.
- These were really important sessions to look at preventing harm and risk to young people.
- Feedback from the events was good and plans were being made to run similar events in the future.
- These events required a large input of resources, but it was important to provide opportunities like this to save time and money down the line by trying to prevent crime from an early age, and make young people aware of the impacts of crime.
- The force had carried out knife and alcohol test purchases at sites in North Herts, with involvement from students at North Herts College. Of the 12 stores visited, 4 failed the test. The force had made videos for social media to promote these activities.

- They had distributed literature to hotels in the area outlining their responsibility to raise safeguarding concerns and had followed this up with tests, alongside students, at the hotels to ensure that processes were followed and that staff were aware of potential signs of abuse.
- Sessions had previously been delivered to primary students on Violence Against Women and Girls, which was a priority for the force and the Council. It was hoped this could be expanded to secondary students and focus on the incel movement with young boys.
- Overall there was an attempt to provide young people with a voice to direct actions taken by the police.
- Previous priority setting had taken place on platforms which young people did not access and this was being addressed through different engagement styles, including completing work with younger people to understand their concerns in the community.
- They were actively working with primary schools to engage their students and understand their concerns and take this on board going forward, with a view to set priorities for young, mid and older generations.

The following Members asked questions:

- Councillor Tina Bhartwas
- Councillor Daniel Wright-Mason
- Councillor Matt Barnes
- Councillor Ralph Muncer
- Councillor Jon Clayden

In response to questions, the Hertfordshire Constabulary representatives advised that:

- Misogyny was, from a crime recording perspective, not a listed criteria, but this could be fed back to national recording authorities and a conversation could be had as to whether this should be introduced.
- School engagement was taking place alongside charities who provide the sessions. The force had developed good relationships with these charities, as well as the teachers and support staff in schools.
- Topics of conversation overheard in playgrounds can be raised with the police, who could provide targeted presentations on these areas, where required.
- The local police teams were not closely linked to the Prevent referral scheme, but the strong relationships developed with schools and colleges helped to ensure risks were picked up early on in the process.
- It was difficult to measure the success of the programmes provided, as often higher reports of crime meant people felt more confident in reporting crime, rather than more crime happening. Would need to consider statistical data, alongside reports from residents.
- Hertfordshire was within the top few for out of court disposal and work was ongoing to try and drive this up across all crime types. When victims have the out of court disposal options explained, these are often favourable for those not wanting to go to court.
- There were two known crime groups operating in North Herts but these were drug based and not generally involving juveniles.
- Councillors could support this by being the eyes and ears for their community and liaising with their respective police officers to develop relationships.
- There were more plans for dedicated days to focus on one type of crime, and resources would be directed accordingly to support this, which had been received well previously. Councillors could be invited when this next took place in their wards.

Councillor Val Bryant noted that Officers were also working on this within her portfolio and if Members had any feedback on a larger scale, she could raise this at Police and Crime Commissioner meetings.

The Chair thanked Chief Inspector Treadwell, Inspector Lant and PS Gill for their presentation.

N.B. Following the conclusion of this item, there was a break in proceedings and the meeting reconvened at 21.40.

70 COUNCIL DELIVERY PLAN 2024-25 (QUARTER 2 UPDATE)

Audio recording – 2 hours 9 minutes 54 seconds

Councillor Ian Albert, as Executive Member for Finance and IT, introduced the report entitled 'Council Delivery Plan 2024-25 (Quarter 2 Update)' and advised that:

- The Council Delivery Plan had been developed with important input from this Committee and tried to simplify and target information to focus on the key issues.
- Colleagues outside of this Committee should be encouraged to review this report as it provided a snapshot of the key areas being progressed with Council projects and the milestones around these.

The Service Director – Resources presented the report entitled 'Council Delivery Plan 2024-25 (Quarter 2 Update)' and advised that:

- There was 1 red indicator in this quarter and a further two marginal amber indicators, which were outlined at paragraph 8.4 of the report.
- Previously the report had contained a summary listing all projects reported with their current status, but had been taken out in quarter 1, as all projects were green, and had been omitted from this report by mistake.
- There were currently 6 green projects and 5 amber projects and the appendix contained detail of these, with amber projects first, followed by green projects.

The Service Director – Place provided an update on the Urgent Item relating to the Leisure Centre Decarbonisation Project, as outlined in Agenda Item 6, and advised that:

- The Cabinet paper on this had been circulated to Members of this Committee earlier today.
- During the design stage, whilst looking at heat pump options, there were identified issues regarding the projected running costs of these, which had increased.
- The grant front loading in 2024/25 and in order to claim the funding, evidence must be provided that the spend was incurred in the correct financial year and that the asset was owned by the Council.
- The Council was advised that bespoke designed heat pumps could not be provided in time for the grant funding requirements. Therefore, an off-the-shelf option was required.
- Tables 1 and 2 of the report provided the best and worst case scenarios for increases in costs. However, it should be noted these figures do not take into account additional improvements to centres being made, and further detail on these figures was expected from the contractor.
- Table 3 of the report provided the same scale of potential increases but for the larger heat pumps.
- There were four options being presented in the Cabinet report, and subject to agreement from Salix that the Council could pay upfront for the bespoke heat pumps and provide this as evidence of spend in the correct year, Option 4 would be recommended as the preferred option.
- One option proposed was to only continue with the work at Royston leisure centre, as there was still a small saving possible there, and some grant funding would still be available.
- Further detail to the report would be added as a supplement to Cabinet, once available.

The following Members asked questions:

- Councillor Jon Clayden
- Councillor Louise Peace
- Councillor Ralph Muncer
- Councillor Matt Barnes

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

- It was not possible to extend the grant timeframes, and the funding could not be carried over into the next financial year. This has been confirmed by Salix.
- A range had been estimated of between £150k and £320k increase per annum for the small heat pumps.
- An estimated increase of £70k had been provided for the large heat pumps and she would check with the contractor whether there was a potential range for this increase.
- The previous gas combined heat and power (CHP) contract for North Herts Leisure Centre and Hitchin Swim Centre had not yet been terminated, as Officers were awaiting a final timeline for the programme before confirming this with Centrica.
- If Cabinet chose option 2 or 3, the current gas boilers in the centres would need to be replaced very soon as they are end of life. However, if the Council were to install new gas boilers in these sites, then the Council would not be eligible for future rounds of funding.
- As part of the new leisure and active communities contract, condition surveys had been carried out on the buildings and no major issues were identified.
- Rationalisation of the three existing centres into a new, energy efficient centre had not been considered.
- The Royston centre currently has no gas CHP boilers, whereas the other two centres did have these. The CHP generates electricity, which helps to reduce bills, therefore when replacing them with an air source heat pump, it would mean replacing both the gas and electricity the CHPs generate, meaning an increase in electricity bills.
- The termination fee for ending gas CHP agreements would be reduced the longer the agreement continued.
- A workshop had been held with Everyone Active prior to Christmas to look at how works could be completed to minimise disruption to customers. They had considered options to mitigate against closures and consider how services could still be provided, even if parts of the centres needed to be closed.
- There would be a comprehensive communication plan developed once required closures had been confirmed and Members would be informed.
- Salix were keen to work with the Council to ensure the funding could be provided and confirmed the removal of two centres from the project would be fairly straightforward.
- There were currently enough of the smaller heat pumps in stock for all three of the leisure centres.

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

- There would be lots of investments in the leisure centres with these changes, including replacement of windows and walls for the work to be conducted, and no plans were being made for closure of the centres themselves.
- It was likely that a corporate risk relating to proposed changes to local government would be added in the next quarterly report.
- There were currently no plans on the resourcing of proposed local government changes. There were discussions between Chief Executives at district level, however no formal responsibility for this project had been agreed.

Councillor Daniel Allen, as Leader of the Council, advised that nothing further had been confirmed regarding local government reorganisation proposals from central government, but he would keep the Committee updated on any progress.

Councillor Matt Barnes, as Chair, proposed and Councillor Tina Bhartwas seconded and, following a vote, it was:

RESOLVED: That Overview and Scrutiny Committee determined any project that they want to receive more detail on as part of the next monitoring report.

RECOMMENDED TO CABINET: That Overview and Scrutiny Committee commented on the Council Delivery Plan Quarter 2 monitoring report, including the recommendations made to Cabinet:

- (1) 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).
- (2) That Cabinet notes the performance against the performance indicators and confirms the actions detailed in paragraph 8.4.

REASON FOR RECOMMENDATION: 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.

71 GARDEN WASTE CHARGE 2025-26

Audio recording – 2 hours 36 minutes 40 seconds

Councillor Amy Allen, as Executive Member for Recycling and Waste Management, presented the report entitled 'Garden Waste Charge 2025-26' and advised that:

- The new garden waste charge would be effective from 1 April 2025.
- The recommendation to Cabinet was to increase the charge to £55 per year. The 50% discount for households eligible for Council Tax reduction would continue.
- It was not a legal requirement to collect garden waste and not all households required this service. Therefore, only households who choose to use the service would pay the fee.
- The charge would be effective from April, rather than October, as the previous charge had been for 18 months. This would align the service better with gardening seasons and would be in line with the process in East Herts.
- Under the new waste contract, the overall cost of garden waste collection would rise by 42% and a further inflationary increase would apply in May 2025.
- The current charge in North Herts was one of the lowest in the county.

The following Members asked questions:

- Councillor Ralph Muncer
- Councillor Louise Peace
- Councillor Claire Winchester
- Councillor Matt Barnes

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

- They had not explored the option of applying a reduction to residents with multiple garden waste bins.
- The 42% rise related to the cost of garden waste collection in the contract. The charge to residents was not rising by this percentage.
- Future changes to the price charged were within the remit of Cabinet, but current forecasts included the £55 per year rate for future years.

- Only one collection of the garden waste should have been missed over the Christmas period and individual issues with this would be discussed with the relevant Members.
- She could not currently confirm any increases by neighbouring Councils, as these had not yet been published. However, it was expected that they would be increasing charges and they may be available ahead of the Cabinet decision.

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

- The 2% drop off included in the report was an estimate to reflect the potential for people to leave the service. Based on previous increases to the charge, there had not been a drop in numbers, however there may be a tipping point in charging and there was potential for more than 2% to leave.
- No commercial alternatives were known of in the area.
- The 42% rise was specific to the unit rate for the garden waste collection in the contract and other costs had been factored into that rise.

Councillor Ian Albert advised that he had spoken to the Service Manager – Waste, who had advised there was a small error in the communication around collections over the Christmas period and a garden waste collection would take place on Saturday 11 January. The Council would be providing communication of this to residents.

As part of the debate, Councillor Ralph Muncer noted that he was not supportive of the new waste contract in general and, as a representative of multiple rural communities, his residents generally had multiple garden waste bins, and they would be impacted twice.

Councillor Matt Barnes, as Chair, proposed and Councillor Donna Wright seconded and, following a vote, it was:

RECOMMENDED TO CABINET: That Cabinet approve the garden waste subscription charge for the period 1 April 2025 – 31 March 2026, at £55.

REASON FOR RECOMMENDATION: 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.

72 SCRUTINY DECISIONS AND MONITORING TRACKER

Audio recording – 2 hours 51 minutes 59 seconds

The Scrutiny Officer presented the report entitled 'Scrutiny Decisions and Monitoring Tracker' and advised that the referrals had been presented by the Chair and these had been agreed by Cabinet at the meeting on 19 November 2025.

The Chair noted that there was an error in the published document in relation to the Museum Storage referral and that going forward this report would be included in the Work Programme report.

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

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

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

69 **OVERVIEW AND SCRUTINY WORK PROGRAMME**

Audio recording – 2 hours 54 minutes 00 seconds

The Scrutiny Officer presented the report entitled 'Overview and Scrutiny Work Programme' and advised that the Chair had agreed with relevant Officers that a briefing note would be provided to Members ahead of the Task and Finish Group on S106 contributions, and this would be supplemented by Officer led training on 13 January 2025, to ensure the Group was focussed and relevant.

The Chair noted that the Corporate Peer Challenge report would come to a future Committee, alongside the Action Plan being developed by Officers, and the Integrated Care Board for Herts and West Essex were due to attend a future meeting to provide an update on dentistry provision.

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

RESOLVED:

- (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) 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.
- (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.

The meeting closed at 10.27 pm

Chair

OVERVIEW & SCRUTINY COMMITTEE

PART 1 – PUBLIC DOCUMENT

TITLE OF INFORMATION NOTE: DIGITAL TRANSFORMATION PROGRAMME UPDATE

INFORMATION NOTE OF THE CUSTOMER & DIGITAL SERVICES MANAGER

EXECUTIVE MEMBER: COUNCILLOR IAN ALBERT

PRIORITY: ACCESSIBLE SERVICES

1. SUMMARY

1.1 This information note is to provide an update on the Council's digital transformation programme.

2. STEPS TO DATE

2.1 The Council, like many others, has been faced with a number of challenges which along with changes in customer expectations and demand means that we must embrace the opportunities that digital transformation can create to enhance service delivery and make the best use of our valuable resources and our people. Greater adoption and evolution of council wide digital services is no longer an optional aspiration, it is essential for us to create much needed capacity within the Council whilst enhancing the service offerings to our customers.

Some of the specific challenges include:

- On-going public sector recruitment and retention challenges in several key areas, including IT
- Multiple business applications in use across the Council, all with different contract end dates
- No integration between applications meaning silo data sets, inconsistent customer experience and inefficient processes
- Many applications developed in house that need to be replaced but without capacity to do so quickly enough

2.2 To help address these issues, in 2023, the Council embarked on a new chapter of its digital transformation ambitions. With our Customer Relationship Management (CRM) system contract ending in March 2024, we were provided a timely opportunity to explore various digital platforms that were capable of not only replacing the CRM but supporting the wider digital ambitions. Through extensive market research and testing, we explored several new platforms to better understand their capabilities and how they align with our longer-term organisational goals.

2.3 An increasing number of Councils across the country are utilising these digital platforms to achieve their goals, whilst supporting each other through a tightknit community. Ultimately, we selected a low-code solution from Netcall, which offered the flexibility and efficiency we needed, allowing us to begin significantly accelerating the Council's digital transformation.

- 2.4 In parallel with these efforts, we developed a comprehensive digital strategy which was approved by Cabinet in January 2024. This strategy is not just about integrating new technologies; it's about transforming our operations to better meet the needs of those we serve. It's a commitment to continuous improvement and innovation in our service delivery.
- 2.5 To date, the programme has delivered on several goals outlined within the digital strategy, including:
- Investing in a low code digital platform and started to build a suite of new digital services, including a replacement CRM system
 - Implemented live chat and an intelligent chatbot service
 - Moved our intranet to SharePoint, making this the heart of internal information and services
 - Signed up to the Digital Declaration
 - IT replaced the helpdesk solution to create a modern support function and a better self-service experience for staff
- 2.6 There are also several goals that we have started and are on-going pieces of work, including:
- Continuing to make services digital by default, without compromising other channels for those who need them
 - Conducting a customer centric review and re-design of end-to-end processes
 - Developing and implementing a programme of application development and rationalisation of legacy systems
 - Ensuring all appropriate customer contact is routed via our Customer Service Centre channels
 - Working and collaborating with and learning from others, i.e. other Councils, Local Digital.
 - Maximising our investment in Microsoft, and other tools available
 - Experimenting with new technologies where appropriate, such as machine learning, Generative AI (e.g. ChatGPT) and voice activated services
 - Continuing to robustly maintain the security of the Councils network and data

3. INFORMATION TO NOTE

- 3.1 The Council has always pursued digital innovation, but with limited resources, our journey has been one of progressive evolution. The onset of the Covid-19 pandemic brought significant changes in work practices and customer interactions, accelerating our digital transformation efforts.
- 3.2 The Council faced many challenges, including being unable to implement solutions in a timely manner, public sector recruitment and retention issues, multiple business applications with different contract end dates, lack of integration between applications, and the need to replace in-house developed applications.
- 3.3 With our CRM contract ending in 2024, we explored various digital platforms to replace the system. After extensive market research and testing, we procured a low-code solution in Netcall, which offers flexibility and efficiency. This solution has allowed us to not only replace the CRM but also to accelerate the Council's digital transformation. Alongside this, we developed a comprehensive digital strategy focused on continuous improvement and innovation in service delivery. It's important to note the purchase of the

digital platform and the Digital Services team has been created using existing budget and resources.

3.4 Netcall's low-code platform enables us to build new applications and streamline workflows with limited resources. The platform we have internally named 'Connect' allows rapid design, creation, and deployment of applications that automate tasks, improve experiences, and optimise business operations. Over 100 other councils are using Netcall's platform, facilitating collaboration and knowledge sharing.

3.5 Our strategy aims to establish a robust digital infrastructure that supports efficient service delivery and enables swift responses to residents' evolving needs. Our objectives are:

Efficient Working: Remove manual and duplicate processes to enhance employee experience

Customer Insight: Gain customer insights to provide consistent and enhanced service in line with the previous "People First" aim, which will also provide better data

Cost Reduction: Reduce current and future costs by decommissioning several legacy applications, and replacing them with solutions built within the low-code platform, thereby releasing cashable and non-cashable savings over the longer term

Faster Development and Innovation: Accelerate innovation with an iterative approach

Agility and Responsiveness: Increase agility and faster response to feedback and changes

Collaboration: Collaborate with other councils to achieve end-to-end service design for common customer touchpoints

3.6 The leadership team has a clear vision for digital transformation and regularly communicates it across the Council. We aim to provide training and upskilling opportunities to all staff to keep up with the pace of change. Collaboration and communication are fostered by encouraging cross-functional teams and facilitating knowledge sharing.

3.7 The success of our on-going digital transformation programme depends on active participation from all stakeholders. We involve employees to ensure our digital initiatives reflect the diverse needs and expectations of our staff and the community. The IT Manager is the technical lead for the digital programme which ensures projects are a collaborative effort across the Council, and ensures all projects are aligned with IT's technology roadmap and future plans.

3.8 To ensure appropriate governance is in place, an oversight group was established consisting of the Managing Director, 3 Service Directors, and the Executive Member for IT & Digital. The group are appraised of progress, advise on any critical decisions that need to be taken to enable further progress and provide recommendations / guidance for future work streams. The group have overall oversight of the delivery of the programme against the detailed project plans.

3.9 We are committed to continuous improvement by regularly monitoring and evaluating our digital initiatives. This helps measure impact, identify areas for enhancement, and ensure value delivery to residents and staff. Our digital transformation journey aims to create a future-proof local authority that is responsive, agile, and resident-centric.

- 3.10 The strategy addresses challenges and changes in customer expectations and demand, emphasising the need for digital transformation to enhance service delivery and remove inefficiencies. It focuses on making technology work better for staff, simplifying processes, and being data-led in decision-making. The strategy also highlights the importance of creating value, making a positive impact on climate commitment, and adopting an agile and iterative approach.
- 3.11 As part of our commitment to professional development, we have partnered with Multiverse, a renowned (OFSTED Excellent) training provider to upskill staff across the Council. 19 staff members from across the organisation were part of phase 1, joining several different apprenticeship opportunities, including an advanced data fellowship, AI for business value and data and insights. More opportunities to join a future phase will be offered in the coming year.
- 3.12 The items chosen for the programme of works are based upon the following:
- Contract end date (cost saving)
 - Cost avoidance
 - Process improvement
 - Application rationalisation
 - End of life

The programme of works is constantly reevaluated to ensure the planned works are in the best interest of the Council.

4. NEXT STEPS

- 4.1 Each project delivered will have a case study written to capture any benefits realised and lessons learned, this also enables us to share our work on the programme across the Council, ensuring all staff members and our customers are kept informed and included on the continuation of our transformation journey.
- 4.2 Digital Transformation is included in the Council Plan as a corporate project and progress will continue to be monitored and reported in the same way as the Council's other corporate projects.
- 4.4 In November 2024, the Corporate Peer Review was held. The feedback received about our digital transformation programme was wholly positive, but there are a number of items we need to work on in the coming years, including:
- Focus on digital inclusion
 - Continued engagement with staff
 - Golden thread throughout the Council plan, priorities and service plans
 - Capitalising on digitalisation skills across the organisation

5. APPENDICES

- 5.1 Appendix A – Digital Strategy 2024 - 2027

6. CONTACT OFFICERS

- 6.1 Chris Jeffery

Customer & Digital Services Manager
Chris.Jeffery@north-herts.gov.uk
01462 474505

6.2 Jo Dufficy
Service Director - Customers
Johanne.Dufficy@north-herts.gov.uk
01462 474555

7. **BACKGROUND PAPERS**

None.

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“
*Applying the culture, practices,
processes and technology of the
internet era to respond to peoples
raised expectations*

Tom Loosemore's definition of Digital ”

Digital Strategy

2024-2027

Page 21



**North
Herts**
Council

About the Digital Strategy

This strategy sets out our vision and aims for progressing our digital transformation strategy at North Herts Council and links our work in this area to our key corporate strategies; The Council Plan, Customer Service Strategy and Medium Term Financial Strategy (MTFS). The Council Plan sets out our overarching council priorities as:



People first

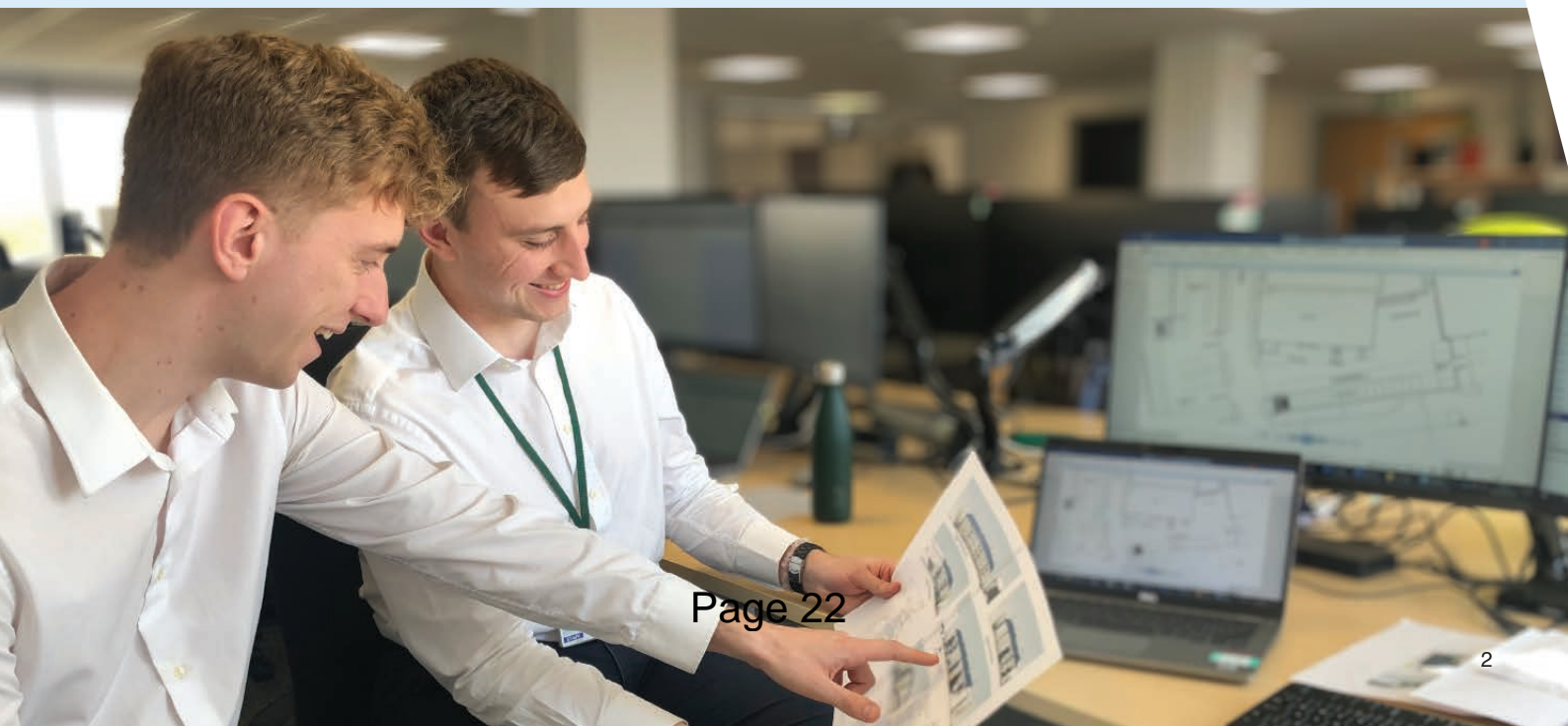


Sustainability











A brighter future together

We have been steadily transforming and evolving our services, working towards a **digital first** approach for many years. Having already embraced homeworking, implemented collaboration tools, and desktop mailing solutions, when the pandemic arrived in 2020 we were able to continue with minimal disruption to our customers. The legacy of the pandemic has seen a huge shift in consumer behaviours and expectations with the adoption of strong digital services being more in demand now than ever before.



Whilst the pandemic was undoubtedly the biggest accelerator in channel shift and digital adoption in recent years, many other external factors also have had, or will have, a significant impact, including:

 <p>The rise of Generative AI such as ChatGPT</p>	 <p>The digital health and social care agenda</p>	 <p>The 2025 Big Switch Off that will see analogue voice telecoms such as ISDN and PSTN cease</p>	 <p>The cost-of-living crisis and high inflation</p>
 <p>A continued reduction in government funding, meaning, we need to continually seek ways to be more efficient and reduce costs or increase income</p>	 <p>The adoption of our Local Plan which will increase demand on our services</p>	 <p>A changed labour market which has introduced recruitment and retention issues in the public sector</p>	 <p>Changing consumer demand, meaning that customers expect to be able to self serve at a time that is convenient to them</p>

The challenges we face, along with changes in customer expectations and demand means that we need to embrace the opportunities that digital transformation can create to enhance service delivery, remove any inefficiencies, and make the best use of our valuable resources and our people.

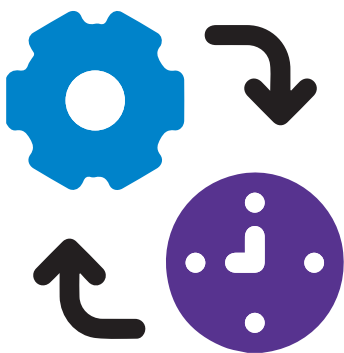
Greater adoption and evolution of council wide digital services is no longer an optional aspiration, it is essential for us to create much needed capacity within the council whilst enhancing the service offerings to our customers.



True transformation involves not just making services available online, it is rethinking how services are delivered. We also need to ensure that as an organisation we are fit and able to deliver our digital aspirations.



For that reason, we commissioned a **digital maturity assessment** of the organisation to help us prepare for the work ahead and identify where we prioritise our attention.



This strategy covers the next three years; however, we recognise that with the **pace of change** around modern technology this journey is one that will continually develop and evolve therefore the strategy will be a live document that will be reviewed and refreshed during its term.

What we have done so far

Although not at the same pace, it is fair to say we have been on a digital journey for many years. Some of the key digital projects that have already been delivered have paved the way for our current ambitions.

2014/15	Implemented a modern CRM system, with a customer portal and range of e-forms
2015/16	Implemented a new corporate telephony solution with new and enhanced internal communication tools
2015/16	Migrated our corporate telephony from traditional landlines to modern telephony services (SIP) whilst significantly reducing costs
2015/16	Purchased and refurbished the Council office building, increased home working and reduced the need for office space
2016/17	Implemented the ModGov software for committee and electronic meeting papers, reducing costs associated with printing
2016/17	Implemented an inbound mail service to enable incoming post to be scanned and delivered electronically
2018/19	Built and implemented a proof-of-concept chatbot
2019/20	Implemented an outbound mail service to enable desktop printing from any location and reduce costs associated with printing and posting documents
2020/21	Implemented Robotic Process Automation (RPA) software to automate processes
2020/21	Introduced desk booking software to facilitate hot-desking and efficiently manage desk availability
2021/22	Implemented a digital consultation and engagement platform
2022/23	Implemented Microsoft Enterprise 5 licencing model for enhanced Microsoft features and functionality
2022/23	Redesigned our internal laptop infrastructure to enable smarter working
2022/23	Implemented an intelligent Interactive Voice Response (IVR) system to automate appropriate call types
2022/23	Digitised over 75,000 planning files so customers can access online

Vision and guiding principles

As a council we want to use the best of modern digital, technology and data to help achieve our priorities. Whilst the digital strategy is about much more than just technology, we will use modern, agile technology as an enabler to help us achieve our desired outcomes. We have identified the following nine priorities that we will focus on:



Vision and guiding principles



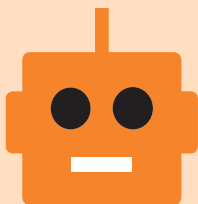
Digital first for our customers

We will put customers at the heart of our services, making services digital by default so they can be accessed 24/7 and so that customers get what they want from us, without needing multiple interactions or contacts. We will provide a seamless experience across all channels and will ensure that we do not leave anyone behind by providing traditional contact methods for those who need them.



Making technology work better for our staff

Our staff's time is precious, and so we want to remove pain points for them so they can focus their time and efforts on higher value tasks and on delivering for our customers. We will rationalise the number of applications we use and seek to remove any frustrations with the technology we use.



Making processes as simple and efficient as we can

We will review our processes and identify ways to streamline and remove any inefficiencies that may exist. We will use automation and AI where appropriate. This will enable us to enhance our services to our customers and provide a better experience for our staff.



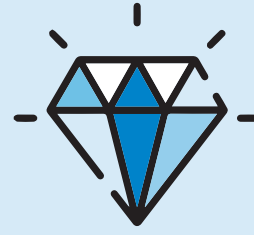
Organisational culture and capacity

We will put digital technology at the heart of the way we work, recruit, and train our staff to build on a culture of digital both now and for the future workforce. We will create digital champions across the organisation and support everyone with digital changes. We will invest in ongoing development of digital skills in our staff and councillors who in turn can support our customers where needed.



Being data-led in our decision-making

The data we collect about our customers is valuable and rich. We want to make the best use of it to enable informed decision making about how we can continually improve our services and where to focus our resources. We will invest in ways of joining up the data we collect so that our service design decisions are data-led.



Creating Value

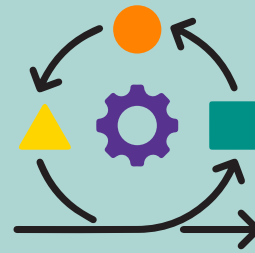
We will harness the opportunities of digital technology to release pressure on our resources, both people and money, and will proactively seek funding opportunities to support the delivery of digital transformation.



Making a positive impact on our climate commitment

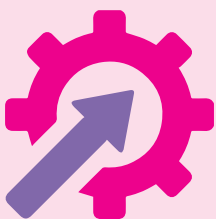
We will always consider Cloud first to enable a reduction in our physical IT estate and we will work hard to reduce the amount of physical print and post that is produced in favour of environmentally friendly options.

We will continue to enable staff to work remotely to reduce unnecessary travel, likewise we will serve our customers in a way that does not depend on them travelling to our offices.



An agile and iterative approach

We will embrace new ways of delivering on our intentions, moving from large, static work programmes, to small, iterative work packages so that we can benefit quickly from our efforts and encourage innovation across all areas. We will adopt a Minimum Viable Product or Service approach to support iterative development, while working at pace.



Continuous development of our services and technology

We will invest in a corporate low code digital solution that will enable us to control and rapidly develop our technology internally without a reliance on traditional IT development capability. We will not leave technology to stagnate and create risk, but continuously keep pace and iterate what we can offer, adapting to changing demands and needs as required. We will make sure that our infrastructure, data and systems are secure and resilient.

How we will achieve this

We will develop a clear programme of works that will enable us to deliver the outcomes we need and track our progress against the plan. Some work is already underway such as the procurement and investment of a low code digital platform. Some work will start in one year and continue into the next.

2023/24	Invest in a low code digital platform and start to build a suite of new digital services including a replacement CRM / Customer service platform
	Make appropriate use of open standards and open-source technology
	Implement live chat and intelligent chat bot services
	Continue to make services digital by default, without compromising other channels for those who need them.
	Conduct a customer centric review and re-design of end-to-end processes
	Implement text and email modules of Govmail so that more communications can be sent electronically
	Move our intranet to SharePoint, making this the heart of internal information and services
	Develop a clear technology roadmap.
	Develop and implement a Cloud strategy
	Continually develop the Customer Service digital services and make key personalised services available via the customer portal
	Sign up to the Digital Declaration
2024/25	Conduct Council wide integration analysis
	Develop and implement a programme of application development and rationalisation of legacy systems
	Develop a data strategy
	Ensure all appropriate customer contact routed via our customer service centre channels
	Work and collaborate with and learn from others, i.e. other councils, Local Digital.
	Develop a digital skills training and communications plan for staff and councillors

2024/25	Build a new IT helpdesk solution to create a modern support function and a better self-service experience for staff
	Maximise our investment in Microsoft, utilising collaboration, and other tools available
	Experiment with new technologies where appropriate, such as machine learning, Generative AI (ChatGPT) and voice activated services
	Continue to robustly maintain the security of the Councils network and data.
2025/26	Consider a fully integrated telephony solution for a complete omnichannel experience



What success will look like for us

When designing change, it is important to know how we'd recognise success. Here are a few of the overarching success measures we expect to see.



A reminder of our vision and guiding principles

Conclusion

We want to make life easier for everyone that interacts with the council, including our residents, local businesses, partners, and our staff.

This strategy signifies an exciting opportunity and a clear commitment to continue to deliver on our digital transformation across the whole council. The strategy will act as our digital compass so that we all understand the direction of travel and what needs to be done as well as being able to recognise successes as we deliver on these commitments.

We know that we need to release capacity within the organisation so that we can focus on the value-added areas that will make better use of our time and skills by working smarter and by removing inefficiencies where they exist.

We see digital transformation as an enabler and a way for us to tackle workforce challenges that are prevalent in the public

sector as well as an opportunity to develop our organisational skills and capabilities so that we can deliver on our ambitions now and continue to build upon them for the future.



Appendix A

In July 2022, the LGA launched a new outcomes-based framework for improving and supporting local government digitalisation programmes around 12 strategic outcomes that were agreed in partnership with the Society of Local Authority Chief Executives and Senior Managers (Solace) and the Society for Innovation, Technology and Modernisation (Socitm).

Below are the 12 elements of the technology code of practice of the Local Government digitisation Almanac. These elements feature in our Guiding Principles and in various aspects of our programme of works, i.e. share, use and collaborate is a key feature of our new low code digital platform.

 Define user needs	 Make things accessible and inclusive	 Be open and use open source
 Make use of open standards	 Use cloud first	 Make things secure
 Make privacy integral	 Share, reuse and collaborate	 Integrate and adapt technology
 Make better use of data	 Define your purchasing strategy approach	 Make your technology sustainable

Appendix B

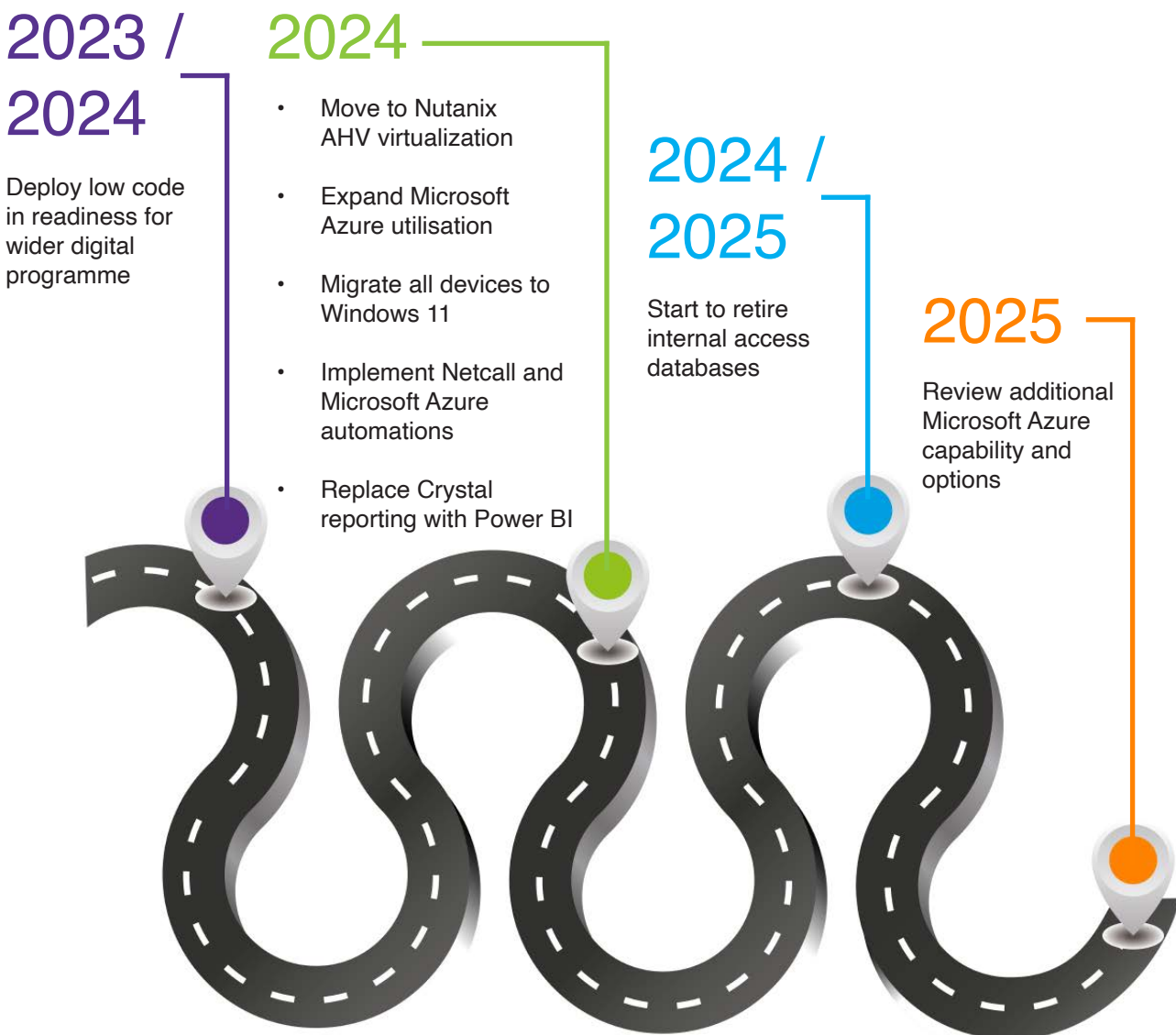
High level IT Technical Roadmap

The full IT Technology roadmap is a separate document that aligns with the Digital strategy and wider digital transformation aims.

This page shows when key technology Infrastructure changes will be implemented by the IT team, these are changes to ensure a modern and secure technology stack with a robust integration capable environment for the council.

Our technology will enable us to work closely with others and provide a safe secure environment to deliver from. The pathway detailed in the IT roadmap will provide a clear and transparent viewpoint for those who we work with.

Our IT infrastructure will become the firm, secure foundation to enable continual delivery of our traditional service methods allowing them to work seamlessly with our new digital delivery platform.



OVERVIEW AND SCRUTINY COMMITTEE
4 February 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 \(northherts.gov.uk\)](https://www.northherts.gov.uk/cabinet/plans)
- 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 meets 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 – 10th January 2025
- 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 , ext 4295
- 17.2 James Lovegrove, Committee, Member and Scrutiny Manager, 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 , ext 4346
- 17.4 Tim Everitt, Performance and Risk Officer, 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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OVERVIEW AND SCRUTINY WORK PROGRAMME 2024-25
KEY:

Items identified for work programme

Annual reports

Scrutiny reports

MEEETING DATE	ITEMS AT MEETING	REPORT AUTHOR	PORTFOLIO HOLDER / REPORT PRESENTER
18 June 2024	Leisure Investment Options 3C's - info to note Call to Account – Vice-Chair's Report – Harkness Court Project (Nov 23) Q4 Council Delivery Plan 23-24 Update Key performance Indicators Resolutions Report Work Programme	Sarah Kingsley / Chloe Hipwood Chris Jeffreys Cllr Val Bryant Ian Couper Ian Couper Jeevan Mann Jeevan Mann	Cllr Amy Alle
2 July 2024	Extraordinary Productivity plan Waste contract	Anthony Roche Sarah Kingsley / Chloe Hipwood	Cllr Amy Allen
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 Daniel Allen Cllr Mick Debenham Cllr Val Bryant Cllr Matt Barnes
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 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 Cllr Amy Allen Cllr Mick Debenham
4 February 2025	Health Matters in NHS (Dentistry commissioning) Digital Transformation Work Programme & Decisions and Monitoring Tracker	H&WE ICB Chris Jeffrey Jeevan Mann	Cllr Ian Albert
11 March 2025	Planning & Transport portfolio update (Town Centre Strategy and Local Plan Review) LGA peer challenge report Museum Storage Update RIPA Annual Report Council Delivery Plan & Key Performance Indicators – Q3 Update Draft Annual Report of O&S Committee Work Programme & Decisions and Monitoring Tracker	Ian Fullstone Anthony Roche Stephen Hensby / Robert Orchard Jeanette Thompson Ian Couper Cllr Barnes Jeevan Mann	Cllr Daniel Allen Cllr Tamsin Thomas Cllr Barnes

Candidate topics to be scheduled:

- Section 106
- Waste contract mobilisation – readiness, resident engagement
- Officer recruitment & retention
- Impact of the Council's grant policies
- Impact of the Council Tax Reduction Scheme
- Tackling Homelessness in North Herts
- Review of the Master-planning process

NORTH HERTFORDSHIRE DISTRICT COUNCIL

Forward Plan of Key Decisions - 10 January 2025

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
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
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

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
Garden Waste Charge		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
Homelessness Prevention Grant allocations and update		Cabinet	11 Feb 2025		Martin Lawrence, Strategic Housing Manager martin.lawrence@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
Museum storage facility		Cabinet	11 Feb 2025		Philip Doggett, Principal Estates Surveyor philip.doggett@north-herts.gov.uk	Yes	Via the Contact Officer named in Column 6
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

Key
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.
47	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 was delivered to Senior Officers to gauge their opinions on Scrutiny and identify any themes that require further work on to develop the Scrutiny process. The outputs of the workshop will be developed into an action plan. Officer engagement information has also been produced and is being shared on the Officer Scrutiny Intranet page.

Action No.	Recommendation	Action	Led By	Timescale	Update
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: - <ul style="list-style-type: none"> · Provides critical friend challenge to policymakers and decision makers · Enables the voice and concerns to the public · Is carried out by independent minded people who lead and own the scrutiny role · Drives improvement in public services 	Scrutiny Committee	Completed	The Scrutiny Charter was adopted by the O&S committee on 3 rd September 2024.
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.	Will be incorporated within the Member training programme being developed. Group Leaders need to <u>reinforce the importance</u> of attending training with their groups.	Democratic Services Member Champions Learning + Development	Completed	Training was provided in May 2024 and is available on GrowZone. Further training development is ongoing and will next be rolled out in the 25/26 Civic year.
4	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.

Action No.	Recommendation	Action	Led By	Timescale	Update
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.
Page 49	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.

Action No.	Recommendation	Action	Led By	Timescale	Update
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.
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.

Action No.	Recommendation	Action	Led By	Timescale	Update
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.
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.

Action No.	Recommendation	Action	Led By	Timescale	Update
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.
21	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.

OVERVIEW AND SCRUTINY DECISIONS AND MONITORING TRACKER
DECISIONS

Item number	Recommendation/ Referral	Details from Cabinet	Status
JANUARY 2025 - GARDEN WASTE CHARGE 2025-26			
18	<p>One recommendation was made to Cabinet on 14th January 2025, following the O&S meeting on 7th January 2025.</p> <p>Cabinet considered and noted as recommended.</p> <p>O&S committee meeting - Tuesday, 7th January 2025 @ 7.30 pm</p>	<p>RESOLVED: That Cabinet approve the garden waste subscription charge for the period 1 April 2025 – 31 March 2026, at £55.</p> <p>REASON FOR DECISION: 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.</p> <p>Cabinet meeting Tuesday, 14th January 2025 @ 7.30 pm</p>	Open
JANUARY 2025 - COUNCIL DELIVERY PLAN 2024-25 (QUARTER 2 UPDATE)			
17	<p>Two recommendation was made to Cabinet on 14th January 2025, following the O&S meeting on 7th January 2025.</p> <p>Cabinet considered and noted as recommended.</p> <p>O&S committee meeting - Tuesday, 7th January 2025 @ 7.30 pm</p>	<p>RESOLVED: That Cabinet:</p> <p>(1) Noted the progress against Council projects as set out in the Council Delivery Plan and approves the changes to the milestones (Appendix A).</p> <p>(2) Noted the performance against the performance indicators and confirms the actions detailed in paragraph 8.4.</p> <p>REASON FOR DECISIONS: 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.</p> <p>Cabinet meeting Tuesday, 14th January 2025 @ 7.30 pm</p>	Open

Item number	Recommendation/ Referral	Details from Cabinet	Status
JANUARY 2025 - LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 1			
16	<p>Two recommendation was made to Cabinet on 14th January 2025, following the O&S meeting on 7th January 2025.</p> <p>Cabinet considered and noted as recommended.</p> <p>O&S committee meeting - Tuesday, 7th January 2025 @ 7.30 pm</p>	<p>RESOLVED: That Cabinet:</p> <p>(1) Agreed in principle to entering into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities and varying the Contract in accordance with the external Part 2 Appendix C legal advice and Part 2 legal implications.</p> <p>(2) Delegated the final decision on entering into the Agency Agreement to the Service Director – Place, in consultation with the Executive Member for Leisure, Environment and Green Spaces and the Executive Member for Finance and IT and Service Directors – Resources and Legal & Community.</p> <p>REASON FOR DECISION: To ensure the maximum financial sustainability of our leisure services, in line with our council priorities.</p> <p>Cabinet meeting Tuesday, 14th January 2025 @ 7.30 pm</p>	Open
JANUARY 2025 - LEISURE AND ACTIVE COMMUNITIES AGENCY MODEL - PART 2			
15	<p>One recommendation was made to Cabinet on 14th January 2025, following the O&S meeting on 7th January 2025.</p> <p>Cabinet considered and noted as recommended.</p> <p>O&S committee meeting - Tuesday, 7th January 2025 @ 7.30 pm</p>	<p>RESOLVED: That Cabinet:</p> <p>(1) Agreed in principle to entering into an Agency Agreement with SLM (Everyone Active) for the operation of our leisure facilities and varying the Contract in accordance with the external Part 2 Appendix C legal advice and Part 2 legal implications.</p> <p>(2) Delegated the final decision on entering into the Agency Agreement to the Service Director – Place, in consultation with the Executive Member for Leisure, Environment and Green Spaces and the Executive Member for Finance and IT and</p>	Open

Item number	Recommendation/ Referral	Details from Cabinet	Status
		<p data-bbox="1106 164 1756 193">Service Directors – Resources and Legal & Community.</p> <p data-bbox="1106 236 1816 336">REASON FOR DECISION: To ensure the maximum financial sustainability of our leisure services, in line with our council priorities.</p> <p data-bbox="1106 379 1778 408">Cabinet meeting Tuesday, 14th January 2025 @ 7.30 pm</p>	

MONITORING

Item number	Recommendation/ Referral for Monitoring	Date accepted by Cabinet	Review Period	Monitoring Information	Status
June 2024 - LEISURE INVESTMENT OPTIONS					
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>				
June 2024 - KEY PERFORMANCE INDICATORS 2024/25					
6	<p>That Cabinet adopted the performance indicators set out in paragraph 8.3 for 2024/25.</p> <ul style="list-style-type: none"> • Considered adding Key Performance Indicators regarding performance of third-party suppliers and staff satisfaction. • Agreed that Key Performance Indicators were published to the Members Information Service when provided to Cabinet. 	18th June 2024			Open
July 2024 - WASTE CONTRACT					
9	<ul style="list-style-type: none"> • That Cabinet agrees to award the waste, recycling and street cleansing contract to the preferred bidder, as identified in Part 2 of this report. 	9th July 2024			Open

	<ul style="list-style-type: none">• 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.• 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.• 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.				
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