**\*PART 1 – PUBLIC DOCUMENT**

**TITLE OF REPORT:  COUNCIL DELIVERY PLAN 2023-24 (QUARTER 2 UPDATE)**

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: FIANANCE AND IT  - IAN ALBERT

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

**1.      EXECUTIVE SUMMARY**

This report presents progress on delivering the Council Delivery Plan for 23-24 at the end of Quarter 2, which includes:

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

**2.      RECOMMENDATIONS**

2.1 That the Committee notes the progress against Council projects as set out in the Council Delivery Plan (Appendix A) including changes to milestones, performance indicators and risks, and makes any recommendations or comments to Cabinet.

2.2 That the Committee identifies any project(s) for which they would like to receive a more detailed update.

**3.      REASONS FOR RECOMMENDATIONS**

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

**4.      ALTERNATIVE OPTIONS CONSIDERED**

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

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

5.1.    Service Directors and Service Managers have provided updates on progress and will have made Executive Members (and Deputies) aware of progress made.

5.2.    A draft of the Quarter 2 update was provided to Performance and Risk Management Group (PRMG) in November. The Group has a standing invite to the Executive Member for Finance and IT (has responsibility for performance monitoring), the Deputy Executive Member for Finance and IT, the Chair of Overview and Scrutiny (O&S) and the Chair of Finance, Audit and Risk Committee (FAR). Other members of O&S and FAR are also encouraged to attend when they are able to. PRMG were asked to comment on the content and format of the CDP Q2 update.

5.3.    The CDP is reviewed by Overview and Scrutiny Committee, and they are asked to provide comments and recommendations to Cabinet.

**6. FORWARD PLAN**

6.1    This report contains a recommendation on a key Executive decision first notified on the Forward Plan on the 9 October 2023.

**7. BACKGROUND**

7.1.    The CDP brings together projects, risks and performance indicators together in one document. It was implemented in Spring 2022.

**8. RELEVANT CONSIDERATIONS**

8.1    Appendix A provides an update on the progress made in delivering the Council Delivery Plan. Whilst it is labelled as a Quarter 2 update, it generally reflects the latest position at the time that the report was written (mid-November).

8.2    The project completion percentage reflects the number of milestones that have been completed, against the number of milestones that have been set. In general, the number of milestones that have been set will cover what is expected to be achieved in the current financial year (up to 31$^{st}$ March), but (for longer projects) will not be all the milestones up to ultimate completion. Following feedback from Cabinet in September, this method of reporting completion will be kept under review.

8.3    The overall completion status of a project is measured against the current target completion date for current milestones. It does not reflect the ultimate completion date, and it is also updated as there are changes in milestone dates. For example, a project could have had an initial completion date of April 2023. Through changes to milestones that target completion date has now been agreed to be December 2023. The current status would therefore be a green arrow, even though the original target date had been missed. The original due date for each project has now been included on the report, in addition to the current due date.

8.4    13 projects have proposed changes to milestone dates in Q2.10 of these projects have now moved to amber status as a result. Details for each project are included in Appendix A.

- Charnwood House – small change of 1 month proposed to allow for last minute queries, however, it is not expected that this will impact on the project overall.
- Churchgate – Issues with Digital hub training, In-Person Hub on hold.
- Empty Homes Strategy – Resourcing Issues.
- Local Authority Housing Fund – Waiting for external party.
- Local Plan delivery and review – delayed to accomodate further input from the Council's Cabinet panel on the Environment and Overview and Scrutiny / awaiting mandatory guidance from Central Government.
- New ways of delivering Housing on Council Land –delay in Consultant availability.
- Resident/ EV charging in our Car Parks – External party delay in dealing with grant application.
- Solar PV on leisure centres – awaiting outcome of grant application.
- Work with partners to prevent and relieve homelessness – dependent on HCC timescales.
- Cycling Network – dependent on HCC timescales.
- Finalise pay on exit parking review – Resourcing Issues / change in procurement approach.
- Leisure Contract Procurement – Project timescales improved to allow for a longer mobilisation period.
- Royston Leisure Centre solar thermal – awaiting outcome of grant application.

Proposed changes to plan milestone dates are highlighted in yellow, and the addition of new milestones (9) are highlighted in green, for ease of reference.

8.5    1 Project was completed in Q2 – Create and Communicate a Place Narrative for North Herts. This will be removed from future monitoring reports.

8.6    New Risks / Changes to Risks – There were no new Corporate Risks this quarter. All current risk scores remain unchanged this quarter, apart from the Local Authority Housing Fund. Despite the project being flagged as amber, the risk score has been reduced from 2 to 1 to reflect the fact that there are only a small number of units to be delivered, and delivery of both funding rounds is going ahead.

8.7    At the Overview and Scrutiny meeting in June, there was a discussion about whether there should be prioritisation within the Council Delivery Plan. This conversation was then continued at the RPMG meeting in August. This was linked to the resourcing risk, and that there had been slippage in a number of milestone dates. Whilst there are reasons for changes in milestone dates and the project is still expected to be achieved, if any projects were a higher priority, then there should be an expectation that milestone dates should not move as much. Also, there are a large number of projects on the plan (with the potential for more to be added) so there should be a consideration of which ones are genuinely a priority, so that resources can be prioritised accordingly. Officers have developed a tool for assessing the prioritisation of projects, which is attached at Appendix B. The model assesses projects against a number of criteria, including Council Plan alignment, affordability and availability of resources. Each criteria has a weighting and an overall score is generated. The score against all the criteria is used to assess whether the project should continue. There is then a score against a sub-set of the criteria to determine if the project should be part of the Council Delivery Plan. This tool has been discussed with Executive Members and agreed that each project will be scored

against the tool (by the relevant Executive Member and Service Director). The results will then be moderated, before being used to form the projects that are included in the Q3 version of this report. Having a shorter list of projects helps ensure that the Council (Officers and Members) are more focused on key priorities.

8.8 Following feedback from Cabinet in September, we are developing the Council Delivery Plan so that only relevant milestones are included. This will include all current year milestones (which would include all that are incomplete) and those prior year milestones that help provide context to the overall project. As this is implemented it will help to reduce the length of the report. For all projects, all the milestones are retained on Ideagen, (the Council's Risk and Performance system that all Councillors can access), and those that are no longer relevant will be manually removed from the report.

8.9 The intention is that the CDP reports provide an overview, as providing all the details on projects and risks would lead to a report that was too long. Requests can be made (especially by O&S) to look at individual projects in more detail. Any such request would be incorporated into the next monitoring report. No requests were made at the last Committee meeting.

8.10 Members are able to view the detail of all projects, risks and performance indicators by accessing the Council's Performance and Risk software, Pentana (Ideagen). Details of the guest login  can be found on the intranet at the link below, along with a procedure note on how to navigate the system. At the request of Members, we are currently looking at producing a video guide on how to navigate the system, and this will be made available as soon as possible.
Ideagen Risk Management | Intranet (north-herts.gov.uk)

## 9. LEGAL IMPLICATIONS

9.1 The constitution determines the role of Cabinet as including: "To take decisions on resources and priorities, together with other stakeholders and partners in the local community, to deliver and implement the budget and policies decided by the Full Council. To monitor performance and risk in respect of the delivery of those policies and priorities" (paragraph 5.7.3).


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" (paragraph 6.2.7 (s)).

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

## 10. FINANCIAL IMPLICATIONS

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

## 11. RISK IMPLICATIONS

11.1 The Council Delivery Plan aims to support the risk management process by directly linking the risks to projects being undertaken. The aim of these proposals is to strengthen the link between performance and risk and make risks more current. This should provide an improved perspective of the risks that the Council faces.

## 12. EQUALITIES IMPLICATIONS

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

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

12.3 As projects progress, Equality Implications will be considered, and Equality Impact Assessments conducted where relevant.

## 13. SOCIAL VALUE IMPLICATIONS

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

## 14. HUMAN RESOURCE IMPLICATIONS

14.1 There will continue to be a need to align Council and Service objectives with available people resources to be able to achieve them. The Council Delivery Plan will help to make that link clearer, but as referenced above there is a need to prioritise to make that achievable.

## 15. ENVIRONMENTAL IMPLICATIONS

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

15.2 As projects progress, Environmental Implications will be considered, and Environmental Impact Assessments conducted where relevant.

## 16. APPENDICES

Appendix A – Council Delivery Plan 23-24 Q2 monitoring report.
Appendix B – Project Scoring Template

## 17. CONTACT OFFICERS

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## 18. BACKGROUND PAPERS

None