

**CABINET
19 MARCH 2024**

***PART 1 – PUBLIC DOCUMENT**

TITLE OF REPORT: COUNCIL DELIVERY PLAN – Q3 UPDATE FOR 2023/24 AND PROJECTS FOR 2024/25

REPORT OF: REPORT OF THE SERVICE DIRECTOR - RESOURCES

EXECUTIVE MEMBER: FIANANCE AND IT

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

1. EXECUTIVE SUMMARY

This report presents progress on delivering the Council Delivery Plan for 23-24 at the end of Quarter 3, which includes:

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

It also makes recommendations on the 24-25 Council Delivery Plan, including:

- The initial projects to be included.
- Over-arching risks
- Approach to performance indicators.

2. RECOMMENDATIONS

- 2.1. That Cabinet notes the progress against Council projects as set out in the Council Delivery Plan (Appendix A) and approves the changes to milestones.
- 2.2. That Cabinet agrees the scope of the 24-25 Council Delivery Plan as detailed in paragraphs 8.8-8.10.

3. REASONS FOR RECOMMENDATIONS

- 3.1. The Council Delivery Plan (CDP) monitoring reports provide Overview and Scrutiny and Cabinet with an opportunity to monitor progress against the key Council projects, and understand any new issues, risks or opportunities.
- 3.2. Making a recommendation on the 24-25 CDP means that the Q1 report will provide the information that the Committee wants. It also helps set the priorities for the Council, as those projects that form part of the CDP will be prioritised.

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.
- 4.2. It is possible to just continue to monitor the existing projects during 24-25, but that would mean that they may not reflect the priorities of the Council.

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1. Service Directors and Service Managers have provided updates on progress and will have made Executive Members (and Deputies) aware of progress made.
- 5.2. A draft of the Quarter 3 update was provided to Performance and Risk Management Group (PRMG) in February. The Group has a standing invite to the Executive Member for Finance and IT (has responsibility for performance monitoring), the Deputy Executive Member for Finance and IT, the Chair of Overview and Scrutiny (O&S) and the Chair of Finance, Audit and Risk Committee (FAR). Other members of O&S and FAR are also encouraged to attend when they are able to. PRMG were asked to comment on the content and format of the CDP Q3 update.
- 5.3. The CDP is reviewed by Overview and Scrutiny Committee, and they are asked to provide comments and recommendations to Cabinet.
- 5.4. Service Directors and Executive Members have scored their projects against prioritisation criteria. The results have been moderated by a group made up of the Leader, Deputy Leader, Executive Member for Finance and IT, Deputy Executive Member for Finance and IT, Managing Director and Service Director: Resources.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key Executive decision first notified on the Forward Plan on the 16 February 2024.

7. BACKGROUND

- 7.1. The CDP brings together projects, risks and performance indicators together in one document. It was implemented in Spring 2022. The CDP is an evolving document that should change over time to reflect Council priorities.

8. RELEVANT CONSIDERATIONS

- 8.1 Appendix A provides an update on the progress made in delivering the Council Delivery Plan. Whilst it is labelled as a Quarter 3 update, it generally reflects the latest position at the time that the report was written (February).
- 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 31st 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 15 projects have proposed changes to milestone dates in Q3. These changes are highlighted in yellow in Appendix A. The majority of the changes to the milestone dates relate to available resources. In a few cases this is due to contractor delays, but generally relates to internal resources. Two of the delays are due to changes in approach (i.e., Empty Homes strategy being aligned with Council Tax premiums and budget consultation being focused on decisions in future years). Three of the delays are due to delays in being notified of grant awards (i.e., resident EV charging in our car parks, solar thermal and solar PV).
- 8.5 One project has had new milestone dates added. The Churchgate project has had milestones added for the appointment of specialist support for the masterplan process and investment prospectus presented at UKREiIF event. The first of these has already been completed. New milestones are highlighted in green in Appendix A.
- 8.6 It is recommended that the Digital Transformation project is added to the CDP, including new milestones and risks. This is detailed on page 25 of Appendix A. No projects have been completed during Q3.
- 8.7 At the June Overview and Scrutiny meeting, the need to prioritise projects was discussed, especially given the impact that resourcing was having on the delivery of projects. The Quarter 2 report detailed that a prioritisation tool had been developed (attached at Appendix B) and that this would be used to evaluate all the projects in the current CDP, to determine which would be included in the 24-25 CDP. Paragraph 5.4 provides details of how an evaluation and moderation process was carried out. As part of the moderation process it was determined that the CDP should focus on projects where there is a defined plan of how they will be delivered. This means that some projects will come off the CDP. Work on coming up with a defined plan will still continue

and be included on service plans, although this will depend on available resources. When there is a defined plan in place, then the project will be reviewed as to whether it should be put back on the CDP.

- 8.8 The conclusion of this project evaluation is detailed in table 1 below. The reduction in number of projects (11-14) that form part of the CDP will help to make the quarterly updates more focused. The budget proposals included additional resource for some of the leisure projects. To help ensure the delivery of the CDP projects it is expected that these will be prioritised, which means other lower priority projects may be delayed. Projects may be added back onto the CDP if they meet the required criteria.

Table 1

Green highlight = to be included on new CDP, Orange highlight = may be included on new CDP.
Red highlight = score that does not meet threshold.

Project	Total Score*	Number of Red indicators*	Number of Amber indicators*	Currently meets CDP criteria*	Comments	Part of 2024/25 CDP
Leisure procurement	81	0	2	Yes	Will be complete by early 2024/25, and move in to business as usual (BAU)	No
Churchgate	76	0	2	Yes	Whilst there is no specific plan, the process of getting to a plan will involve resident and other stakeholder engagement.	Yes
Waste and street cleansing contract	76	0	2	Yes		Yes
Solar PV on leisure buildings	73	0	2	Yes	If Public Sector Decarbonisation Scheme bid is successful, then create a wider project for that. Otherwise, a single project to cover solar PV and solar thermal	Yes
Royston Solar Thermal	64	0	3	Yes		
Local Plan	69	0	4	Yes	Rename as 'Review of Local Plan' to make focus clearer	Yes
Master Planning	64	0	5	Yes	To continue as BAU as progress dependent on third parties	No
Digital Transformation	63	0	2	Yes	Added as part of this Q3 report	Yes
Pay on exit parking	56	1	3	Yes		Yes

Project	Total Score*	Number of Red indicators*	Number of Amber indicators*	Currently meets CDP criteria*	Comments	Part of 2024/25 CDP
Museum Storage	55	0	6	No	Continue work looking at options, but remove from CDP until there is a deliverable plan	No
Enterprise Strategy	54	0	5	No	Continue using available resource to develop a strategy. Add back to CDP depending on what the strategy includes.	No
Financial Sustainability	53	0	4	Yes	To remain as an overarching risk, and have a specific project 'Engaging the community on our finances and how we spend our money'	Yes
Delivering housing on Council Land	53	0	4	Yes	Latest report suggests that standard disposal may be the most viable. In that case would be BAU. Consider adding back if we do develop site(s) ourselves.	No
Playgrounds	53	0	4	Yes	For playground renewals then treat as BAU. For significant changes (e.g. new provision, major improvements to the existing) then will be on the CDP.	Yes- but project dependent
Oughtonhead Common Weir	53	0	4	Yes		Yes
Town Centre Strategies	52	0	4	Yes		Yes
LAHF	51	0	6	No	Phase 2 complete by end of March. To consider adding Phase 3 if funding available.	No
Charnwood House	51	0	5	No	Consider retaining if there is a viable plan as that may affect the scoring. Continue to work on options.	TBC

Project	Total Score*	Number of Red indicators*	Number of Amber indicators*	Currently meets CDP criteria*	Comments	Part of 2024/25 CDP
Empty Homes Strategy	49	0	7	No	Strategy has been adopted by Cabinet, so move to BAU	No
Homelessness-others providing accommodation	49	0	8	No	BAU, unless we develop a specific project where we are the delivery lead.	No
Residential/ Public EV charging	49	1	3	Yes		Yes
Cycling networks	47	0	4	Yes	Continue supporting options, but remove until a defined plan as currently all progress is dependent on 3 rd parties	No
Royston Town Hall Annexe	45	2	3	Yes	Continue work as resources allow and engagement from others (e.g. HCC, NHS). But remove from CDP until there is a deliverable plan	No
Shared Prosperity Fund (SPF)	43	1	3	No	Proposal for use of 24/25 funding to be considered by Cabinet in March. Reflect any significant individual projects on the CDP.	TBC
Health Inequalities	42	0	7	No	BAU when funding available, may be part of SPF project	No
New waste depot	41	3	3	Yes	Continue to consider any options and assess when there is an absolute need . But remove from CDP until a viable plan.	No
Town Centre Recovery	40	1	2	No	Remove, as recovery phase completed. May tie into Enterprise Strategy or SPF	No
Place Narrative	40	1	4	No	To be continued as BAU	No

* Proposal was that projects should be stopped completely where they scored less than 40 points or had 3 or more red scores. Projects should be challenged where they had 5 or more amber scores. Projects would meet the CDP criteria where they achieved 2 or more

green scores against these key criteria: impact of non-delivery, Council plan alignment, external benefits and contribution towards financial sustainability.

- 8.9 There are currently two over-arching risks that affect (or have the potential to affect) all projects. These are resourcing and cyber security/ IT availability. It is recommended that the availability of financial resources is added to that list.
- 8.10 Before we moved to the current CDP process, we were reporting on a lot of performance indicators that did not provide much insight on how the Council overall was performing (i.e. from a corporate perspective). The idea with the CDP was that we would link performance indicators to the projects. However we have found that very few projects have meaningful indicators. Also, for those projects that do have indicators they tend to only provide meaningful data after implementation/ completion, and by that point the project itself has been removed from the CDP. Whilst it is important that we make sure that projects have achieved their goals, that is probably best assessed through the project management process. It is recommended that we develop a set of performance indicators that give a view of how the Council overall is performing. This could include measures in relation to customer services performance, customer satisfaction and complaints, HR and resourcing, environmental sustainability,
- 8.11 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.
- 8.12 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, along with a procedure note on how to navigate the system. Officers will also assist with accessing and using the software.

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

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

12. EQUALITIES IMPLICATIONS

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

12.2 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 Q3 monitoring report.
Appendix B- Project prioritisation scoring template.

17. CONTACT OFFICERS

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18. BACKGROUND PAPERS

None