



James Ellis  
Head of Legal and Democratic Services

**MEETING** : OVERVIEW AND SCRUTINY COMMITTEE  
**VENUE** : COUNCIL CHAMBER, WALLFIELDS, HERTFORD  
**DATE** : TUESDAY 21 JUNE 2022  
**TIME** : 7.00 PM

**PLEASE NOTE TIME AND VENUE**

## **MEMBERS OF THE COMMITTEE**

Councillor John Wyllie (Chairman)  
Councillors M Brady, A Curtis, I Devonshire, H Drake, J Frecknall,  
M Goldspink, D Hollebbon, I Kemp, S Rutland-Barsby, D Snowdon,  
N Symonds and C Wilson

## **Substitutes**

Conservative Group:	Councillors D Andrews and A Ward-Booth
Liberal Democrat	Councillor S Bell
Group:	
Labour:	Councillor C Redfern
Green:	Councillor B Crystall

*(Note: Substitution arrangements must be notified by the absent Member to Democratic Services 24 hours before the meeting)*

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- must not participate in any vote taken on the matter at the meeting;
- must disclose the interest to the meeting, whether registered or not, subject to the provisions of section 32 of the Localism Act 2011;
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## AGENDA

1. Appointment of Vice-Chairman

2. Apologies

To receive apologies for absence.

3. Minutes - 22 March 2022 (Pages 6 - 27)

To approve as a correct record the Minutes of the meeting held on 22 March 2022

4. Chairman's Announcements

5. Declarations of Interest

To receive any Members' Declarations of Interest.

6. East Herts Climate Change Strategy 2022 - 2026 (Pages 28 - 74)

7. Social Value Policy (Pages 75 - 98)

8. Corporate Annual Report 2021/22 (Pages 99 - 134)

9. Regulation of Investigatory Powers Act (RIPA) Policy Annual Review  
(Pages 135 - 177)

10. Overview and Scrutiny - Draft Work Programme 2022/23  
(Pages 178 - 197)

## 11. Urgent Items

To consider such other business as, in the opinion of the Chairman of the meeting, is of sufficient urgency to warrant consideration and is not likely to involve the disclosure of exempt information.

# Agenda Item 3

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## MINUTES OF A MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD IN THE COUNCIL CHAMBER, WALLFIELDS, HERTFORD ON TUESDAY 22 MARCH 2022, AT 7.00 PM

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PRESENT: Councillor J Wyllie (Chairman)  
Councillors R Buckmaster, A Curtis,  
I Devonshire, H Drake, J Frecknall,  
M Goldspink, D Hollebon, D Snowdon and  
N Symonds

ALSO PRESENT:

Councillors G Cutting, J Kaye and P Ruffles

OFFICERS IN ATTENDANCE:

Lorraine Blackburn	- Scrutiny Officer
James Ellis	- Head of Legal and Democratic Services and Monitoring Officer
Jonathan Geall	- Head of Housing and Health
Jess Khanom- Metaman	- Head of Operations
Jeanette Lowden	- Contracts Manager
Peter Mannings	- Democratic Services Officer
Katie Mogan	- Democratic Services Manager
Ben Wood	- Head of

Communications,  
Strategy and  
Policy

ALSO IN ATTENDANCE:

Michael Francis	- Hertfordshire County Council
Cindy Withey	- Dacorum CVS

383 APOLOGIES

Apologies for absence were submitted on behalf of Councillor Bell, Councillor Stevenson and Councillor Ward-Booth. It was noted that Councillor Kemp was substituting for Councillor Ward-Booth.

384 MINUTES - 18 JANUARY 2022

Councillor Curtis proposed and Councillor Snowdon seconded, a motion that the Minutes of the meeting held on 18 January 2022 be confirmed as a correct record and signed by the Chairman.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

**RESOLVED** – that the Minutes of the meeting held on 18 January 2022, be confirmed as a correct record and signed by the Chairman.

385 CHAIRMAN'S ANNOUNCEMENTS

The Chairman said that with the consent of the

Committee, the presentations regarding Digital Exclusion could be brought forward on the agenda and delivered before the Street Cleansing Contract Performance report.

The Chairman stated that the Head of Housing and Health would update Members in respect of the Rapid Review of Affordable Housing before the presentations on Digital Exclusion.

386     DECLARATIONS OF INTEREST

Councillor Goldspink declared an interest in respect of the Street Cleansing Contract Performance report, in that she lived on a road where there were a lot of trees.

387     FUTURE WORK PROGRAMME - RAPID REVIEW OF HOUSING AFFORDABILITY

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The Head of Housing and Health reported that he had discussed the matter of the proposed Rapid Review of Affordable Housing with a number of Members from the Overview and Scrutiny Committee. He assured Members that Officers understood the importance that Members place upon the provision of social housing with lower rents.

The Head of Housing and Health went on to point out that the provision of more housing with social rents is the first objective under the first priority in the draft Housing Strategy to be put to Council on 11 May 2022. Furthermore, the Strategy itself had drawn on independent research commissioned by the council



and conducted by the Housing Quality Network. The research put forward the scope of the council to facilitate more homes for social rent. The Head of Housing and Health noted that a number of Members of the Overview and Scrutiny had input to this research and the drafting of the Housing Strategy and so have been instrumental in shaping the council's work on affordable housing to date.

The Head of Housing and Health commented that when the proposal of a Rapid Review was initially raised by Members they were expecting the Housing Strategy to be considered at the Council meeting on 1 March 2022, however, as it has now be moved to the 11 May 2022, commencing a review might be premature and he and other Officers were keen to ensure the best use of Members, Officers and partners' time on this topic.

The Head of Housing and Health explained that, pending approval of the Housing Strategy by Council, Officers will draw up a detailed action plan covering how best to increase the supply of homes for social rent which would have been the focus of the proposed Rapid Review. He suggested that in place of conducted a Rapid Review, a report could be submitted to the Overview and Scrutiny Committee in September which would afford Members an opportunity to scrutinise the action plan in as much detail as Members would like.

Councillor Goldspink expressed her disappointment at what she felt was a delay in addressing the issue of more providing more homes for social rent as she was concerned about the difficulties experienced by people

on the housing register. She asked why the Housing Strategy had been delayed in submission to Council in May and to Overview and Scrutiny Committee in September.

The Head of Housing and Health replied that he understood this was to ensure that the Executive Member for Neighbourhoods could be present to introduce the strategy and address any questions Members wished to raise.

Councillor Curtis said that one of the objectives of the Council was to maximise the opportunity for residents to own their own property. He talked about the remit of the action plan and sought assurance that all options would be considered. The Head of Housing and Health said that the draft Housing Strategy contained a number of objectives and each objective would include an action plan. The Strategy included enabling access to a wider range of housing tenures.

Councillor Snowdon proposed and Councillor R Buckmaster seconded, a motion that a report presenting the action plan for promoting more housing for social rent be submitted to the 20 September 2022 meeting of Overview and Scrutiny Committee, following the submission of the Housing Strategy to Council in May 2022.

After being put to the meeting and a vote taken, the motion was declared CARRIED. Councillor Goldspink asked that her abstention from voting be recorded.

**RESOLVED** – that a report presenting the action

plan for promoting more housing for social rent be submitted to the 20 September 2022 meeting of Overview and Scrutiny Committee, following the submission of the Housing Strategy to Council in May 2022.

### 388 DIGITAL EXCLUSION

The Executive Member for Corporate Services and the Executive Member for Community Engagement jointly submitted a report that invited Members of Overview and Scrutiny Committee to put forward their views and inform policy direction in respect of the Council's approach to Digital Exclusion.

The Head of Communications, Strategy and Policy said some words of introduction in respect to the presentations. He said that the topic of digital inclusion had come up at meetings since the Autumn of 2021 and in particular, as the Corporate Plan had made its way through Council. He mentioned the theme in the Corporate Plan of digital by default and said that he hoped that the discussions and debate would lead to some ideas and thoughts that could be fed back to the Executive.

Mr Michael Francis, Head of Customer and Digital Inclusion at Hertfordshire County Council, gave a presentation in respect of digital by default and ways the County had been supporting communities with digital inclusion. Members asked a number of questions following the presentation and Mr Francis responded.

Ms Cindy Withey, Dacorum Community Voluntary Service and Community Action Dacorum gave a presentation in respect of the Hertfordshire wide digital inclusion project aimed at addressing difficulties experienced by communities in Hertfordshire in terms of digital poverty and its detrimental impact on the health of residents. She talked about the funding and success of the project and the four main barriers that had been identified by their project. Members asked a number of questions and Ms Withey responded.

Councillor Kemp commented on areas where people may struggle to interact with the digital world. He touched on the risks of scams and the groups of people who chose not to engage with the digital world for reasons of trust or for whom it would be unwise to do so. He emphasised the importance of catering for these residents and he cited two cases where he had been contacted by residents who had been unable to contact the Council by phone in the last month.

The Head of Communications, Strategy and Policy invited Councillor Kemp to share the details of those incidents with him. He talked about the impact of the pandemic and said that there were now fewer numbers of staff to take calls. Members were advised that call answer rates had been under pressure for a while and more phone calls were being received and the queries being raised were now taking longer to resolve.

The Executive Member for Corporate Services acknowledged the observations of Councillor Kemp. He said that the staffing issue was a matter of concern

and the matter was being addressed by the Head of Service. He talked about the difficulties of recruiting staff trained in call centre etiquette and reassured Members that everything that could be done was being done.

The Executive Member for Corporate Services said that the objective was to encourage as many people as possible to interact digitally with the Council and purchase services. He said that the Council would always provide a service to those who could not use digital media.

The Executive Member for Corporate Services said that the Council would always be available for those residents who preferred not to interact with the Authority by digital means. Councillor Curtis commented that it would be helpful to have metrics which would provide a snapshot of the requests that were being submitted online.

The Head of Communications, Strategy and Policy said that the Council was looking to consolidate the multiple systems that were relied upon by customer services when answering queries from the public. He said that the chances of a single system being out of action were quite high, resulting in significant frustration for customers. Members were advised that Officers were looking to resolve on going telephony issues.

Councillor Goldspink proposed and Councillor R Buckmaster seconded a motion that a policy objective should be that, whilst the Council was encouraging as

many people as possible to use online services, the Council should permanently make allowances and arrangements for people who were not able to access digital services and that the Executive should be advised of this.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

Councillor Wyllie proposed and Councillor R Buckmaster seconded a motion that that Officers look into the potential for maximising the number of digital interactions and maximising the use of e-accounts. The Head of Service provide metrics detailing online activities and a conversation be had regarding phone systems going forward and that Officers progress the introduction of a centralised CRM system.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

**RESOLVED** – that (A) the Executive be advised that there should be a policy objective that, whilst the Council was encouraging as many people as possible to use online services, the Council should permanently make allowance and arrangements for people who were not able to access digital services; and

(B) Officers look into the potential for maximising the number of digital interactions and maximising the use of e-accounts. The Head of Service provide metrics detailing online activities and a conversation be had regarding

phone systems going forward and Officers progress the introduction of a centralised CRM system.

### 389 STREET CLEANSING CONTRACT PERFORMANCE

The Head of Operations submitted a report that provided an overview of the performance of street cleansing activities delivered by contractors on behalf of East Herts Council. She introduced and welcomed Jeanette Lowden, Client Side Contract Manager, to the meeting and advised that this report had been submitted to Members following a direct request from the Committee.

The Head of Operations said that the report outlined methodology and current performance. She said that the report also acknowledged some of the challenges being faced by the Council as well as highlighting some of the areas for improvement that the authority needed to take forward.

Members were advised that traditionally there would be a contract renewal task and finish group as there was now a joint waste service. The Head of Operations said that the recommendation moving forward was for a joint cross party Member working group to be established to look at contract specification in terms of design.

Councillor Goldspink asked who had the contract for cleaning parks and open spaces and also asked how

decisions were made in respect of how many litter bins and dog waste bins were provided.

Councillor Goldspink asked who was responsible for unblocking drains and gulleys and also asked if there was more the Council could do to help community groups who swept up autumn leaves in their own roads, perhaps by collecting up and disposing of all the bags of leaves which had been swept up.

Councillor Goldspink asked if the street cleaners and the staff responsible for waste collections were interchangeable. The Head of Operations said that Grounds Maintenance was carried out by Glendale Environmental Services as part of a separate contract. She advised that Hertfordshire County Council carried out the clearance of drains and gullies.

The Head of Operations said that an assessment based approach was taken where requests were made for an additional street bin or a new parks and open spaces. She said that there were inconsistencies in relation to the two contracts in respect of grounds maintenance and waste. Members were advised that a bin infrastructure audit had been carried out and the Council now needed to have streamlined principles in terms of litter and bin collections.

The Head of Operations acknowledged that behaviours had changed and more people were now using parks and open spaces. She said that Members were being asked to join Officers in working out what a future contract should look like. Members were advised that services needed to be more streamlined and a holistic



approach needed to be taken.

The Head of Operations referred to campaign work whereby the public were being encouraged to take litter home. The Contract Manager said that leaf fall could be placed in garden waste bins and leaf clearance was carried out in flood prone roads as part of the normal cleansing cycles. She advised that these roads were inspected each year and any roads particularly susceptible to leaf fall would be added to an additional cleanse if this was required. Members were reminded that leaf clearance had been removed from the street cleansing contract in 2010.

The Contract Manager said that the Council did assist local community groups with litter picking events and this waste would have be treated as general street detritus and disposed of as such. She referred to the "adopt an area" service and encouraged residents to visit the website.

The Head of Operations said that not all Officers were multi skilled and interchangeable due to the different vehicle licences that were required. She said that Officers were redeployed where possible and the main priority would always be residential bin collections over street cleansing.

Councillor Devonshire referred to page 47 of the report and a HEAT map of street inspections. He asked if the Council could concentrate on the five or six areas to achieve Grade B or above. The Contract Manager explained that areas Graded B or below by Contract Officers who carried out inspections, were raised with

the contractor to be rectified and brought back to the expected standard within a specified timescale. She explained the purpose of the HEAT map and the reasons for clusters on the map. Members were given an explanation regarding the timings of inspections and the grading.

Councillor Wyllie, on behalf of Councillor Bell, asked how the waste collection service tracked missed bins which could cause bins to overflow on a regular basis in some areas. He further mentioned on her behalf that some Parish Councils were willing to empty these bins when they are missed but would want assurances that the Council would collect them at a later point.

The Head of Operations said that with regard to missed bin collections on street, the Council relied upon Contract Officers and the public to report this. She said a new initiative was a "hot spot" list for East Herts bins and this would feed into the performance management regime. Members were advised that it was important that Parish Councils continued to report issues so that the Council could redress the matter.

Councillor Wyllie, on behalf of Councillor Crystall, asked if the Head of Service received feedback or interaction from Hertfordshire County Council (HCC) about the impact of street cleaning on the drainage system and what could be done to improve services. The Head of Operations said that she and Waste Officers had met with HCC on a regular basis and nothing had specifically been raised to date in respect of drainage systems. She said that this matter would be on the agenda for the next meeting.

Councillor Hollebon expressed concern about the cleansing of footways and alleyways in her ward. She also said that litter and dead weeds were appalling in all of the footpaths around Thorley. The Head of Operations asked her to provide further information so that she could investigate.

Councillor Hollebon said that she agreed with the suggestion whereby the contractors and local Members worked together to decide on the grading. She emphasised the importance of picking up litter before grass was cut as the litter was sprayed on to grass verges.

The Head of Operations asked for specific details to be passed onto Officers in respect of Thorley. She said that meetings were taking place more regularly with HCC and the ultimate goal was for litter picking to be carried out before grass verge cutting.

Councillor Curtis asked how the high, medium and low intensity of use performance zones had been determined as detailed in table one on page 37 of the report. He talked about the laborious nature of the customer complaints process and asked if Members could see a HEAT map of the frequency of where street inspections had been undertaken.

The Head of Operations said that the contract included an appendix that classified every part of the District and that was mainly based upon footfall. She said that Officers could give Members examples of where high and low performance areas were located in the

District. She said that grades A and B could be disaggregated as suggested by Councillor Curtis.

Councillor Curtis commented on the need to be conscious of the spatial basis that had been applied on the HEAT map. He said that there might be areas that were not shown on the map as they had not been checked very often or at all. The Contract Manager said that Zone One where main shopping areas were inspected on a weekly basis. She said that the outer regions were inspected on the basis of the NI195 inspections, whereby each road or path in East Herts was inspected at least once over the course of a year.

Councillor R Buckmaster asked how often inspections were carried out on sections of a road that were Grade D in terms of how often post clean detritus inspections were carried out. The Contract Manager invited Members to contact her directly regarding detritus in the street.

Councillor Drake asked if there could be greater frequency of inspection and collection in quarter one of the year if residents were generating more litter in quarter one. She commented on the trial of larger wheeled bins in laybys and asked if bins with a smaller opening could be trialled to cater for wrappers of items eaten in a layby. She asked if slightly larger bins could be provided in parks to ensure that waste from fish and chips or packed lunches could fit into the bin.

Councillor Drake expressed the need for caution around changing the location of bins without carefully looking at the data in terms of size and amount of

waste that went into a particular bin. She commented on the safety element of leaves in wet weather and asked if there was more cleansing in wet weather or did this take place irrespective of whether or not it had not rained.

The Head of Operations said that the bin audit looked at the frequency of collections, the location and size of bins. She said that there needed to be a lot more consistency in the approach being taken by the Council.

The Contract Manager said that in quarter one and quarter four, the Council did see more litter and detritus building up and more complaints were reported to the Council at those times. She commented on the misuse of bins during the trial in laybys and the alternative options being considered by Officers. She asked that Members contact Officers if there were particular areas of concern.

Councillor Kemp touched on the issue of leaf fall and the clearance of slippery pathways between estates. The Contract Manager asked if Members could provide with her information so that Officers could look into problems of this nature.

Councillor Curtis proposed and Councillor Devonshire seconded, a motion that the comments made by Overview and Scrutiny Committee in respect of the review of performance of the street cleaning contract be passed on to the Executive.

After being put to the meeting and a vote taken, the

motion was declared CARRIED.

**RESOLVED** – that the comments made by Overview and Scrutiny Committee in respect of the review of performance of the street cleaning contract be passed on to the Executive.

390 WASTE SHARED SERVICE GOVERNANCE REPORT

The Head of Operations submitted a report inviting Members to consider options around the governance of the Waste Shared Service, in order to support future partnership working and service resilience.

The Head of Operations set out the history of the Waste Shared Service with North Herts Council and said that a joint contract had been awarded to Urbaser in May 2018. She stated that the Council had looked at a number of issues to achieve savings.

The Head of Operations said that the time had come to look at contract renewal and one of the key elements of the service review led by the Waste Shared Service Manager was the in relation to efficiencies. She said that the next contract needed to ensure to ensure that services were more aligned and administration functions needed to be slicker and more efficient.

Members were advised that a key element of the governance going forward was how joint decisions were made across the two authorities. The Head of Operations said that North Herts had agreed to a chargeable garden waste service and reminded Members that East Herts had introduced this in

January 2021.

Members were advised that the aim of the report was to seek permission to explore what joint decision making might look like to reduce risks whilst ensuring that each authority had the independence to act in the interests of the two authorities.

The Head of Operations said that the recommendation included the setting up of a cross party joint Member working group to consider what the design of the new service specification could look like for the next contract.

Councillor Goldspink expressed her view about how different the two Councils were in terms of standards and the charges. She said that she was fully supportive of the recommendation for a working party to bring the two Councils closer together.

Councillor Wyllie read out the pre submitted question from Councillor Drake in terms of whether more could be done regarding refuse collection and improving communication between the Council and residents, for example by letting residents know (via text), that their refuse might be collected on a different date if, for example, some works were being undertaken in a road which would impact on the ability of the Council to collect on a normal basis.

The Head of Operations said that she had discussed this with the Head of Communications, Strategy and Policy and there would be a further discussion as to what could be done in terms of communication. She

said that there currently was no text message service and sometimes emails were sent out regarding the brown bin service collection. Members were advised that subject to financial constraints, Officers would explore options of what could be brought with the shared service going forward.

The Head of Operations referred to the topic of social media and the website being updated as the standard means of communication platforms. She said that the matter of specific customised text messages would need to be explored a bit further.

Councillor Snowdon said that looking back to the matter of digital by default; it was a matter of minimising the need for residents to phone the Council when a problem needed immediate attention. He commented on the importance of problem mitigation and the possibility of financial savings.

Councillor Curtis proposed and Councillor Goldspink seconded, a motion that Overview and Scrutiny Committee recommend to the Executive that it endorsed the formation of a joint cross party working group and Overview and Scrutiny support the proposal to explore the future options for governance of the Shared Waste Service, including consideration of a joint committee consisting of representation by both East Herts Council and North Herts Council.

After being put to the meeting and a vote taken, the motion was declared CARRIED.

**RESOLVED** – that (A) Overview and Scrutiny



Committee recommend that the Executive endorse the formation of a joint cross party working group; and

(B) the proposal to explore the future options for governance of the Shared Waste Service, including consideration of a joint Committee consisting of representation by both East Herts Council and North Herts Council, be supported.

## 391 OVERVIEW AND SCRUTINY DRAFT WORK PROGRAMME 2022/23

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The Scrutiny Officer drew Members' attention to the appendix had been populated with some items for Members consideration in terms of what they might wish to scrutinise during the 2022/23 civic year. She said that Members were being invited to give feedback about topics and the timeframes following a recent refresh of the corporate plan.

The Head of Legal and Democratic Services said that Members might have seen the proposals included a lot of items for discussion. He said that it was not the intention for there to be a lot of items for discussion and it was for Members to consider whether they were interested in looking into these topics or whether there were additional topics to be added to the work programme.

Councillor Curtis made a number of comments regarding the work programme and talked about the viability of developments and the saleability of housing and the District was provided with the homes that

were needed. He talked about the investment in places and, in particular, investment outside of Hertford and Bishop's Stortford.

Members had a general discussion about the future work programme based on the debate that had been had on the matters on the agenda at this meeting. Councillor Hollebon said that she was very pleased to see that East Herts Healthy Hubs were to be relaunched in 2023.

The Head of Legal and Democratic Services reminded Members that the work programme was a standing item on the Agenda and discussions could be had outside of the meeting and at future meetings of the Committee. He said that the Committee should aim to know what issues they wanted to review a year and a half ahead. Members were reminded that this would also serve to facilitate the attendance of relevant Executive Members at meetings of the Committee.

It was proposed by Councillor Curtis and seconded by Councillor Goldspink, that the Committee Work Programme be approved. After being put to the meeting and a vote taken, the motion was declared CARRIED.

**RESOLVED** – that (A) the main agenda items for the next meeting be agreed; and

(B) the Committee Work Programme be approved.

392 URGENT ITEMS

There was no urgent business.

The meeting closed at 9.12 pm

Chairman .....

Date .....

# Agenda Item 6

## East Herts Council Report

### Overview and Scrutiny Committee

**Date of meeting:** 21 June 2022

**Report by:** Councillor Graham McAndrew, Executive Member for Environmental Sustainability

**Report title:** East Herts Climate Change Strategy 2022 to 2026

**Ward(s) affected:** All

### Summary

- At its meeting of 24<sup>th</sup> July 2019, East Herts Council unanimously agreed a Climate Change Declaration in recognition of the climate emergency. Since that time, the council has developed and closely monitored a detailed Sustainability Action Plan. Now, a high-level Climate Change Strategy has been produced in order to make the council's overall direction of travel, which is guiding the action plan, as clear as possible.
- The draft document has been consulted on. This report alerts members of the Overview and Scrutiny Committee to the outcome of that consultation and the resulting proposed amendments to the draft Strategy. Members' views are sought prior to presentation of the strategy to the Executive.

### **RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY:** That

- (A) Members consider the draft Climate Change Strategy 2022 – 2026, as amended following consultation, and endorse its presentation to the Executive for onward recommendation to

Council for approval.

## **1.0 Proposal(s)**

1.1 The draft Climate Change Strategy document, attached at **Appendix A**, has been produced based on research and consultation. The strategy lays out, in high-level terms, the approach the council will take to delivering the key commitments in the Climate Change Declaration, these being to:

- join with other councils in recognising and declaring formally the necessity to do everything within the authority's power to reduce its impact on the climate and moreover everything we can in supporting the whole of East Herts District to become carbon neutral by 2030
- develop an ambitious sustainability strategy for reducing the council's own emissions, with an objective that the Council becomes carbon neutral by 2030.

## **2.0 Background**

2.1 Although there is no legislative requirement to produce a climate change strategy, a high-level strategy as proposed gives an opportunity for East Herts Council to:

- ensure a co-ordinated approach to its efforts to tackle climate change
- maximise opportunities and resources to meet the sustainability challenges within the district, using council resources and partnership opportunities
- allow the council to assess the scope for adopting new technology if/as wider adoption leads to low costs and in doing allow the council to make best use of existing and developing technological solutions

- promote the role of residents, community groups and public and private sector partners in delivering the necessary actions to work towards the council's carbon reduction aspirations.
- 2.2 An audit of the council's efforts to tackle climate change was conducted by the Shared Internal Audit Service (SIAS) in 2021. While SIAS commended the council on its ambition and the detail within its Sustainability Action Plan, they also suggested that a high-level Climate Change Strategy would be helpful in highlighting to the public and partners alike, the council's overall direction of travel. The draft Climate Change Strategy at **Appendix A** lays out the council's overall approach.
- 2.3 The draft Climate Change Strategy runs from 2022 to 2026 so as to provide the impetus to keep the strategy under review and make any necessary amendments and/or additions prior to the 2030 target date by which the council itself wishes to become carbon neutral and the date by which we wish to do all we can to achieve the same target across the district.

### **3.0 Reasons**

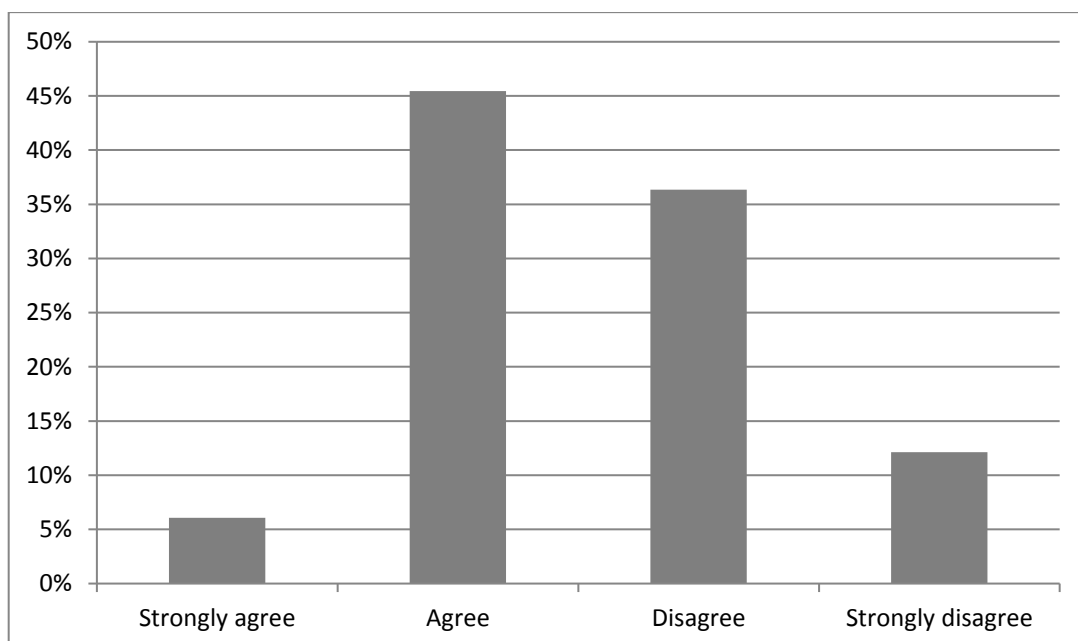
- 3.1 The proposed Climate Change Strategy clearly states the three overarching ways in which the council can seek to reduce carbon emissions and tackle climate change. The strategy lays out how the council aims to make a real difference by:
- making changes to the council's own premises and the services we deliver
  - using our regulatory powers to promote action by others
  - influencing and encouraging others to do things.
- 3.2 The draft strategy has been informed by a public consultation exercise. The consultation ran from 23<sup>rd</sup> April 2022 to 23<sup>rd</sup> May 2022 and was openly available to any respondent via the

council's website. Promotion took the form of three invitations to respond via our social media channels (Facebook, Instagram and Twitter) as well as direct e-mail outreach to all East Herts Council elected members, town and parish councils, officers, community partners including carbon and sustainability groups, housing associations, participants in the East Herts Environmental and Climate Forum and the Hertfordshire Climate Change and Sustainability Partnership (HCCSP). This consultation elicited a total of 35 responses.

### ***Outcomes of the consultation***

- 3.3 Figure 1 below shows that on balance, a small majority (51%) either agreed or strongly agreed that the Climate Change Strategy clearly sets out the council's approach to climate change.

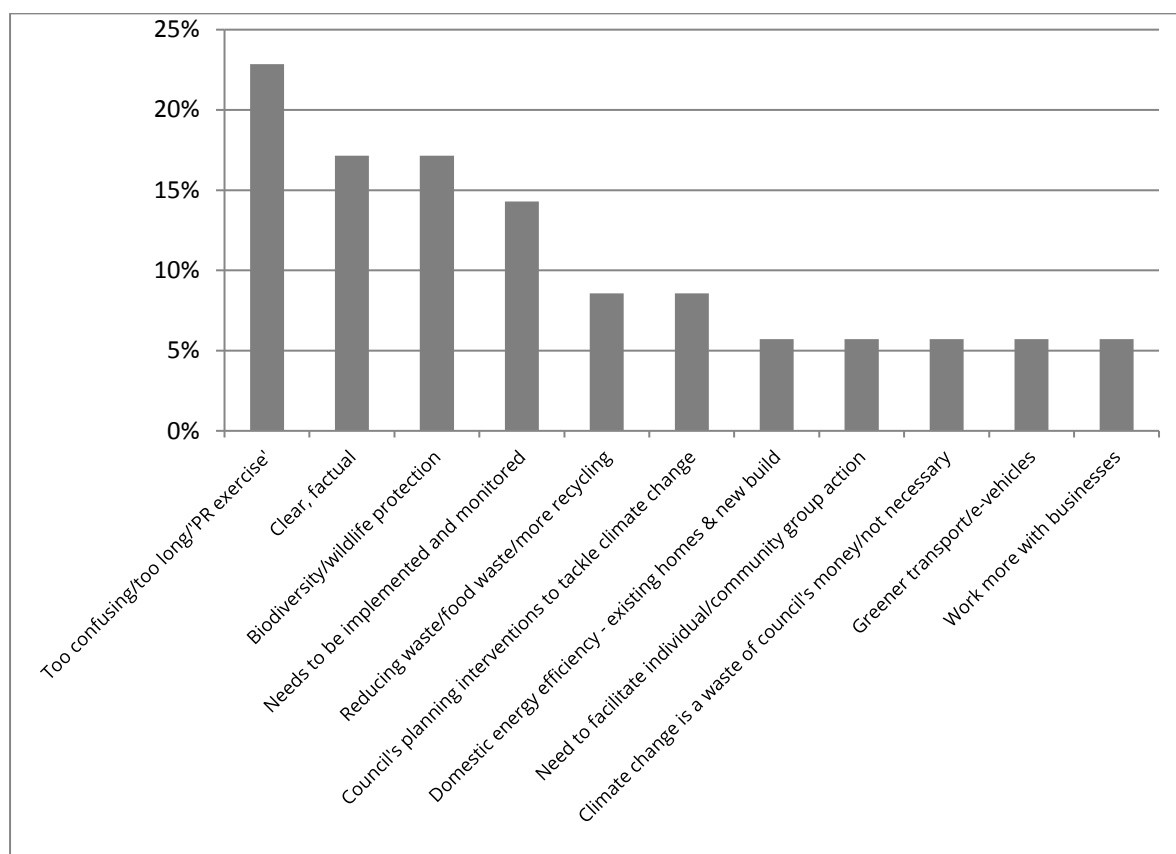
**Figure 1: Do you agree or disagree that the strategy clearly sets out the council's approach to tackling climate change?**



- 3.4 The consultation went on to ask whether there were any ways in which we can make the strategy clearer. The results are

presented in Figure 2 below.

**Figure 2: Are there any ways in which we can make the information in the strategy clearer?**



## Notes

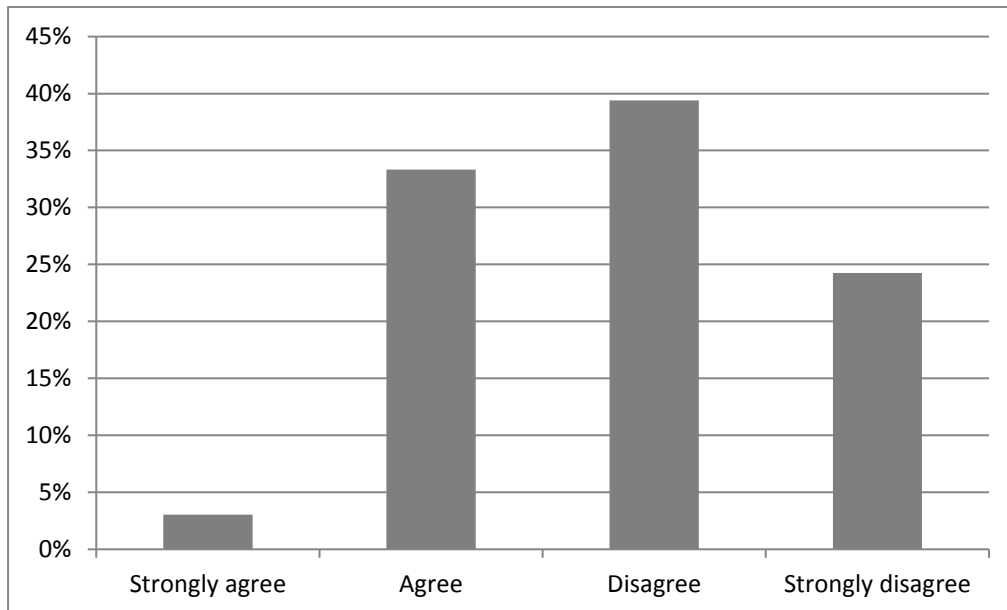
The percentages in Figure 2 relate to comments made by at least two respondents. In addition, the following comments were also made by a single respondent in each case:

- carbon lifecycle costs/impacts
- what will delivery cost?
- more detailed carbon figure
- air quality
- sustainable farming
- water efficiency
- greener energy.



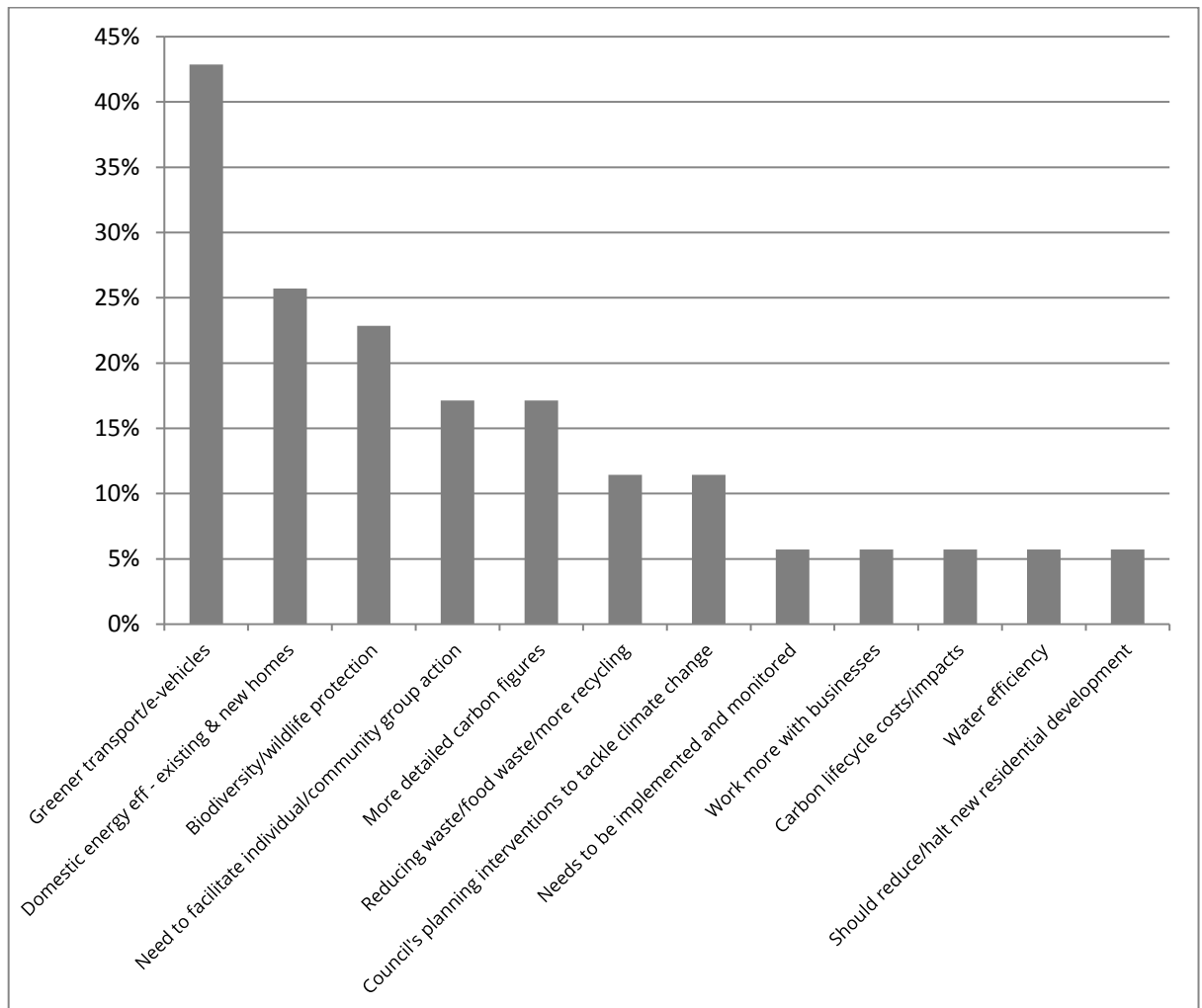
3.5 Figure 3 below shows that there was a fair degree of disagreement that the council has its over-arching priorities right.

**Figure 3: How much do you agree or disagree that we have got the over-arching priorities right?**



3.6 The information in Figure 3 is perhaps open to interpretation. Of note, when the reasons given for disagreeing that the council has got the over-arching priorities right are looked at, it is apparent that dissatisfaction is being driven by a desire to see specific interventions and priorities given greater emphasis rather than the council's overall approach being thought to be at fault. Figure 4 shows the issues respondents felt should be emphasised in the strategy.

**Figure 4: What else do you think our high-level Strategy could include?**



### Notes

The percentages in Figure 4 relate to comments made by at least two respondents. In addition, the following comments were also made by a single respondent in each case:

- climate change is a waste of council's money/not necessary
- sustainable farming
- more needed on adaptation.

3.7 The council is very keen to consider and incorporate as much

of the feedback as possible into a revised version of the strategy. Thus, in response to the above findings, the following amendments to the strategy are proposed.

<b>Key point raised during consultation re: making the Climate Change Strategy clearer</b>	<b>Resultant amendment to the Climate Change Strategy</b>
The strategy is too confusing/too long/just PR	<ul style="list-style-type: none"> <li>• Executive summary added to ease access</li> <li>• The glossary of terms has been moved to <b>Appendix A</b></li> </ul>
Desire to see more emphasis on biodiversity, reducing waste, greener transport	<ul style="list-style-type: none"> <li>• New section adding demonstrating the council appreciates the areas of most interest to local people</li> <li>• More explanation added of the existing diagram which covers the multiple impacts on carbon reduction</li> <li>• We will consider incorporating the specific suggested actions raised within the Sustainability Action Plan</li> </ul>
The strategy needs to be implemented and monitored	<ul style="list-style-type: none"> <li>• Section 5 already covers this in some detail, however, a link to the council's Sustainability webpages has been added to more easily guide readers to the council's existing monitoring information</li> </ul>
Need to facilitate individual/community group action	<ul style="list-style-type: none"> <li>• The ability for residents and community group to influence the climate change agenda has been added to the governance diagram</li> </ul>
Need for more detailed carbon figures	<ul style="list-style-type: none"> <li>• Graphic added to show the sources of carbon across the district</li> </ul>

3.8 It is worth bearing in mind that the Climate Change Strategy is a *high-level* document indicating the direction of travel

regarding tackling climate change. It should be noted that the consultation feedback included, in many instances, specific, detailed suggestions which are better placed within the Sustainability Action Plan rather than the strategy. In fact, a significant number of suggested actions are already included in the action plan. That said, all suggestions raised during the consultation that are not already in the action plan will be considered by the Executive Member for Environmental Sustainability and the cross-service Sustainability Working Group for inclusion in the plan or extension to an existing action. Such suggestions include:

- participation in a solar bulk buy scheme – *note: since the consultation on the strategy, the council has signed up to a county-wide solar bulk buy scheme being managed by Dacorum Borough Council. The action plan could include targets relating to delivery*
- build sustainability requirements explicitly into the process for revising the District Plan
- devise specific ways to engage businesses in contributing to the council's aspiration for the whole district to become carbon neutral work with housing associations to improve the energy efficiency of the existing social housing in the district
- provide information and guidance for climate change community groups to maximise 'amplification' of the council's actions and messages
- draft a Local Cycling and Walking Infrastructure Plan – *note: since the consultation on the strategy, it has been proposed that Hertfordshire County Council will lead on the scheme for East Herts, with the council's officers being actively engaged in the work and overseeing progress. The action plan could include targets relating to progress*
- promote anti-idling specifically among the council's contractors
- work more closely to promote messaging through

schools.

## **4.0 Options**

- 4.1 Not produce a Climate Change Strategy – NOT RECOMMENDED. The proposed East Herts Climate Change Strategy 2022 – 2026 will provide a firm foundation for partnership working with residents and stakeholders.
- 4.2 Not make any amendments following the consultation – NOT RECOMMENDED. Thirty-five respondents took considerable effort to read through the draft document and provide detailed, well-reasoned responses. Arguably, the strategy is strengthened by incorporating feedback
- 4.3 Rewrite the Climate Change Strategy in a more fundamental way – NOT RECOMMENDED. Although there was a fair degree of dissatisfaction expressed with the over-arching priorities, this appears to be driven by respondents' strongly held desires to see more detail. Despite officers' attempts to stress the role of the council's Sustainability Action Plan in covering detailed interventions, it appears that a number of respondents have chosen, perhaps understandably, to use the consultation process to raise specific actions. Officers will consider all suggestions for inclusion in the Sustainability Action Plan and thus it would appear unnecessary and possibly counter-productive to seek to reformulate the strategy so that it simply reads as a variation of the Action Plan.
- 4.4 Endorse the draft Climate Change Strategy as amended following consultation – RECOMMENDED for the reasons laid out in this report.

## **5.0 Risks**

- 5.1 The proposed East Herts Climate Change Strategy 2022 – 2026 takes the form of information and guidance for residents and partners, rather than specific contractual obligations. Therefore, there is no risk associated with the production of this strategy.

## **6.0 Implications/Consultations**

- 6.1 The draft strategy has been produced following considerable consultation as detailed in this report.
- 6.3 To ensure that this strategy informs the work of the council and its partners, the detailed Sustainability Action Plans will continue to be kept under review and updated on a monthly basis. All specific suggestions raised during the consultation will be reviewed for inclusion in the action plan.

### **Community Safety**

No implications.

### **Data Protection**

No implications.

### **Equalities**

The strategy has been drafted with reference to the council's obligations under the Equality Act 2010. It recognises that a number of people from protected groups are currently disproportionately impacted by climate change and so are likely to find delivery of the strategy particularly beneficial.

### **Environmental Sustainability**

The strategy seeks to make a fundamental change to environmental sustainability in the district.

## **Financial**

There is nothing in the strategy which obliges the council to expend revenue or capital resources. Any future proposals with financial implications for the council would be subject to member decision as part of the budget and Medium Term Financial Planning (MTFP) process at the time. Such expenditure would predominantly cover adaption of current assets and service delivery models.

Whether or not net zero targets are met the climate is in the process of change and there are increasing numbers of effects that will require the council to respond, such as:

- hotter and drier summers with temperatures above 25 degrees Celsius (C) occurring on average five days more than in 2019 which will impact service delivery for refuse and recycling and grounds maintenance services were operations will need to start earlier in the day to avoid high temperature after noon. This is likely to become the norm more often affecting traditional service delivery times. Our office building is currently difficult to ventilate and has no shading or cooling system consequently temperatures inside exceed 24C on a number of days each summer with consequent drops in productivity.
- warmer and wetter winters with up to 22% more rainfall than today plus more extreme rainfall events will probably require adaption of properties in the flood plain to prevent damage. There are also likely to be service disruption due to flooding and more emergency plan responses required.

The recent announcement of an allocation of £1.77m from the government's Shared Prosperity Fund for expenditure in East Herts provides a potential source of new funding to further some of the aims of this strategy. Of particular note, climate change, the natural environment and community engagement are all named under the 'Communities and Place' theme of the funding programme with

greenhouse gas reductions being listed in the government's documentation as an important potential indicator of the fund's impact.

### **Health and Safety**

No implications.

### **Human Resources**

No implications.

### **Human Rights**

No implications.

### **Legal**

Although there is no statutory obligation for local authorities to produce a climate change strategy, the information in the proposed strategy builds on information provided in other statutory documentation produced by the council, notably the District Plan and Sustainability Supplementary Planning Document.

### **Specific Wards**

No implications.

## **7.0 Background papers, appendices and other relevant material**

### **7.1 Appendix A – the draft East Herts Climate Change Strategy 2022 to 2026.**

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# **East Herts Council Climate Change Strategy 2022 – 2026**

**Amended version incorporating the outcome  
of the consultation**

Design of the document to be finalised following consideration by Council

Version: Draft at 09.06.22



**Cllr Graham McAndrew**

Executive Member for Environmental Sustainability  
East Herts Council

## **Foreword**

In July 2019, East Herts Council unanimously approved a Climate Change Declaration in recognition of the climate emergency we are all facing. This declaration commits the council to take action to address the causes and impacts of climate change across the district.

East Herts is a wonderful place to live, work and visit and so as a council we have put sustainability at the heart of everything we do.

At the same time, we recognise that it is vital that we build on our track record of engagement with our communities and partners to accelerate the work we have undertaken to date to reduce emissions and adapt to a changing climate.

There are steps that we can all take to make more sustainable choices. This strategy lays out how the council, residents, business and other partners can all pull together and help each other make significant and long lasting improvements to the sustainability of our precious environment. Please join us!

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# Executive summary

## The need for action

In July 2019, East Herts Council unanimously approved a Climate Change Declaration in recognition of the climate emergency we are all facing. This declaration committed the council to take action to address the causes and impacts of climate change across the district. This strategy lays out a route map for the council itself becoming carbon neutral by 2030 while at the same time working with residents, community groups and other public and private sector partners to encourage the whole district to become carbon neutral by the same date.

For the year 2020/21, the council's annual own net carbon emissions stood at 2,565 tonnes CO<sub>2e</sub>, while total district-wide net emissions stood at 630.5 kilo tonnes CO<sub>2e</sub>. Both figures are falling but there is clearly still much to do.

## The council's role

It would clearly be naïve to think East Herts Council can tackle climate change alone. There is much for the national government to do, both unilaterally and through international cooperation. Furthermore, we operate within a three tier model of local government composed of Hertfordshire County Council (HCC), East Herts Council and town councils and parish councils throughout the district. All have a role to play.

That said, we recognise the powerful influence of the council and our privileged position as a community leader and role model for good behaviours. Thus, this strategy lays out how we aim to make a real difference by:

- making changes to the council's own premises and the services we deliver
- using our regulatory powers to promote action by others
- influencing and encouraging others to do things.

## Becoming a carbon neutral council

To reach a carbon neutral position, we will:

- continue to develop a sustained approach to reducing our own carbon footprint over the lifetime of this strategy. We will *not* leave the majority of our reductions to the end of this time frame
- constantly review carbon reduction measures in light of competing service and financial demands
- look to *only* use offsetting to handle the impact of any residual emissions once it

has become clear that we've done all we possibly can to reduce emissions.

Here's our route map to carbon neutrality.

***2021 – 2022 – work in progress***

- Replacement of the council's fleet of diesel with e-vehicles
- Reduction in business mileage

***2023 – 2026 – planned actions***

- Energy efficiency works to upgrade the energy performance of the council's buildings
- Reduction in gas usage in our leisure buildings and services
- Ground maintenance contract redesign to move to e-vehicles and battery usage while looking to enhance land sequestration possibilities

***2027 – 2030 – actions to be assessed when the Climate Change Strategy is refreshed***

- Further reduction in business mileage
- Further energy efficiency works to upgrade the energy performance of the council's buildings
- Consideration of reduction of waste management's reliance on diesel-powered vehicles
- Offsetting of any remaining carbon usage

## Using our regulatory powers

The council's own emissions only account for around 0.4% of emissions across the whole district. Thus, everyone living in, working in or visiting East Herts has an important role to play in helping as part of a collective effort to achieve carbon neutrality across the district as a whole.

We will use our regulatory powers to promote action by others. This includes:

- our planning powers and duties regarding the development of new homes and commercial buildings as well as conversion or extension of existing buildings
- our duties regarding the licensing of the taxi trade, in particular the setting of standards for vehicles that are used as taxis in the district
- our environmental health powers regarding standards in the private housing sector.

## Involving and influencing everyone

A key strand of our efforts to reduce carbon emissions across East Herts is based on influencing, encouraging and making it as easy as possible for our residents and businesses to take action that will enhance sustainability.

We recognise that community groups are ideally placed to 'spread the word' and act as credible communicators throughout their networks. Over the lifetime of this strategy we anticipate new ideas and groups emerging and we see the East Herts Environmental and Climate Forum as the ideal way to marshal a joint effort across the district which is far greater than the sum of its parts.

## Monitoring progress

We are determined to make our efforts towards meeting the council's ambitious Climate Change Declaration aspirations as inclusive and transparent as possible.

Our Environmental Sustainability Action Plan is a living document which officers of the council review and update every month.

We recognise and do not seek to hide the fact that financing the delivery of this strategy will be a major challenge. Mitigating and adapting to the impacts of climate change will require far more resources than those held by the council. Thus, we will continue to explore and bid for different funding mechanisms, opportunities and investments to help support delivery of our Environmental Sustainability Action Plan.

We will keep our action plan under continuous review and publish progress updates on a monthly basis on the [Environmental Sustainability pages on our website](#).

## Terminology used in this strategy

We realise that not everyone will be familiar with the terms we have used in this strategy, so we have included a glossary at Appendix A.

# 1. The Case for Action

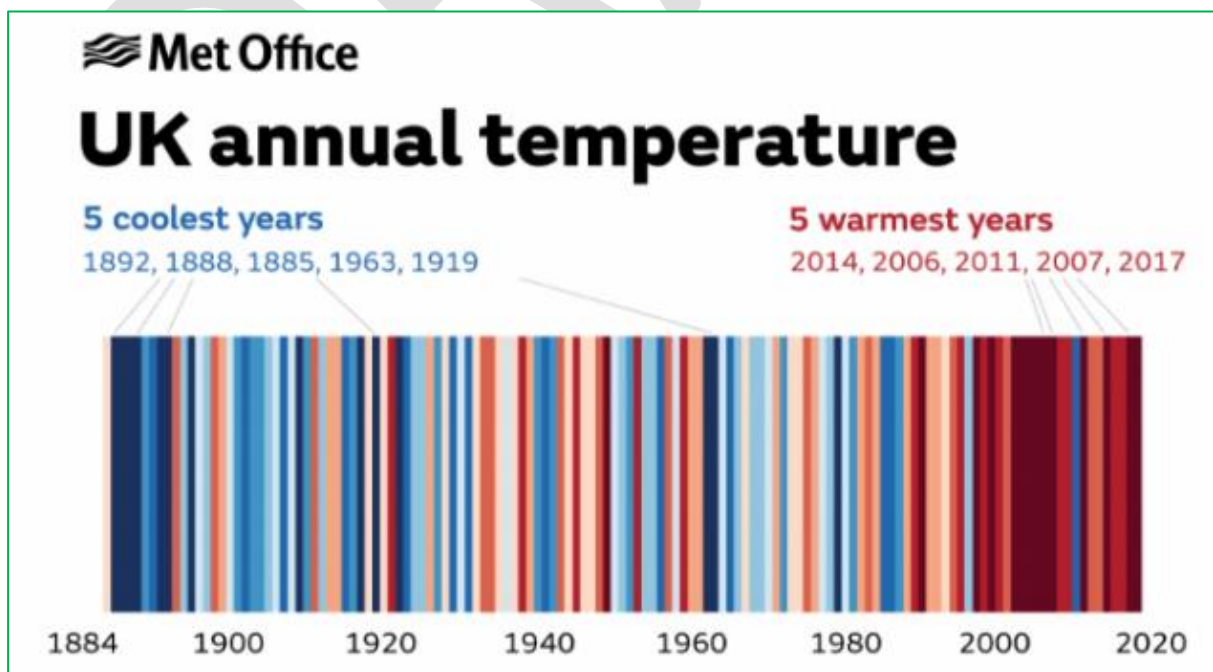
## 1.1 What is climate change?

***Climate change refers to a large-scale identifiable change in the planet's weather patterns that persists for an extended period, typically decades or longer***

The current period of warming of the world's climate is occurring more rapidly than in the past. Scientific evidence concludes that the natural fluctuation of temperature has been overtaken by a human-induced warming. This warming has principally arisen from burning fossil fuels since the start of the industrial revolution. These human induced changes have serious ongoing implications for the future stability of the planet.

The global increase in temperature of 0.85°C since 1880 is mirrored in the UK climate's higher temperatures. This in turn gives rise to more extreme weather events caused by the warming temperature. The Met Office has reported that the ten warmest years since 1884 have occurred since 2002.

Both extreme weather events and accelerating climate change will have wide-ranging implications that are already being felt world-wide and in the UK. In the UK we are expecting increasingly hot dry summers and warmer wetter winters, alongside more floods, storms and heat waves of greater severity and frequency. If the current rate of warming continues, the impact on biodiversity and human populations will be catastrophic.





## 1.2 International mandate for climate action

In 2015, at the COP21 meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) in Paris, member states, including the UK, reached a historic agreement to strengthen the global response to climate change. This agreement included a landmark commitment to *“holding the increase in the global average temperature to well below 2°C above pre- industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre- industrial levels”*.

The latest COP26 meeting, held in Glasgow in 2021, brought together senior politicians, scientists, businesses and community groups from around the world and furthered the agenda. It would be fair to say that there have been mixed views about the outcome of COP26. The conference did, however, produce new “building blocks” to advance implementation of the Paris Agreement through actions that participants agreed can get the world onto a more sustainable, low-carbon pathway forward. The key headline was the agreement of a Glasgow Climate Pact including in the following:

- reaffirmation of the Paris Agreement goal of limiting the increase in the global average temperature to well below 2°C above pre-industrial levels and recognised that the impacts of climate change will be much lower at a temperature increase of 1.5°C compared with 2°C with the emergent Glasgow Climate Pact calling on countries to present stronger national action plans next year, instead of in 2025 as previously determined
- a phase-down of coal power and a phase-out of “inefficient” fossil fuel subsidies
- doubling of finance to support developing countries in adapting to the impacts of climate change and building resilience.
- clarification of the norms related to carbon markets for trading emissions reductions.

COP26 also led to a series of new deals and announcements outside of the Glasgow Climate Pact. These are as follows:

- 137 countries committed to halt and reverse forest loss and land degradation by 2030
- 103 countries, including 15 major emitters, signed up to limit methane emissions by 30 per cent by 2030 compared with 2020 levels
- over 30 countries, six major vehicle manufacturers and other partners, such as city authorities, set out their determination for all new car and van sales to be zero-emission vehicles by 2040 globally.

These pledges, if fully implemented, will reduce emissions by another 0.1°C below current estimates.

## 1.3 National mandate for climate action

The Climate Change Act 2008 provides the UK's long-term framework for tackling climate change. The Act aims to facilitate the UK's transition to a low-carbon economy by 2050. The Act was hugely important it requires that emissions of carbon dioxide and other greenhouse gases are reduced and that climate change risks are adapted to.

Subsequently in 2018, following the Paris Agreement, the UK became the first major country to assess how it will meet the terms of the agreement. After an original target to reduce its greenhouse gas emissions by 80% based on 1990 levels and transition to a low-carbon economy by 2050, in June 2019 Parliament passed legislation requiring the government to reduce the UK's net emissions of greenhouse gases by 100% relative to 1990 levels by 2050.

This target was adjusted on the recommendation of the UK Committee on Climate Change (CCC), following both the Paris Agreement and a report from the Intergovernmental Panel on Climate Change (IPCC) indicating an aspiration to limit warming to 1.5°C rather than 2°C. The CCC noted that the target is achievable with current technologies and improvements in people's lives but that it will require the introduction of more stable, challenging, and well-designed policies.

In April 2021, the Government further strengthened the UK's climate commitments setting in law the world's most ambitious climate change target, cutting emissions by 78% by 2035 compared to 1990 levels. This is aimed at bringing the UK more than three quarters of the way to net zero by 2050. Additionally, for the first time international aviation and shipping emissions were also included.

At the national level, since the Climate Change Act 2008, a number of initiatives have been introduced to help meet the Government's increasing targets, including:

- **The Carbon Plan 2011** – identifies the emission reductions needed in five key areas of the economy, buildings, transport, industry, electricity and agriculture to meet targets
- **The Clean Growth Strategy 2017** – outlines the plan to grow the national income while cutting greenhouse emissions
- **The 25 Year Environment Plan 2018**– sets comprehensive goals and targets to improve the UK's air and water quality and protect threatened plants, trees and wildlife species

- **The Resource and Waste Strategy 2018** – outlines the actions the UK will take to minimise waste, promote resource efficiency and move towards a circular economy
- **The Clean Air Strategy 2019** – demonstrates how the national government will tackle all sources of air pollution and boost the economy
- **Climate Emergency Motion 2019** – affirmed Parliament's commitment to addressing Climate Change. While there is no single definition of a Climate Emergency, the general consensus is to work toward becoming carbon-neutral by 2030
- **The Heat and Buildings Strategy 2021** - sets out how the UK will decarbonise homes, and commercial, industrial and public sector buildings, as part of setting a path to net zero by 2050
- **The British Energy Security Strategy 2022** – sets out how Great Britain will accelerate homegrown power for greater energy independence and lower carbon future.

## 1.4 East Herts Council's Climate Change Declaration

The issues caused by climate change will have a profound effect on our planet and the lives of everyone for centuries to come. That is why in July 2019 East Herts Council unanimously approved a Climate Change Declaration in recognition of the climate emergency we are all facing. This declaration committed the council to take action to address the causes and impacts of climate change across the district.

## East Herts Council's Climate Change Declaration

- 1) Join with other councils in recognising and declaring formally the necessity to do everything within the authority's power to reduce its impact on the climate and moreover everything we can in supporting the whole of East Herts District to become carbon neutral by 2030
- 2) Develop an ambitious sustainability strategy for reducing the council's own emissions, with an objective that the Council becomes carbon neutral by 2030
- 3) Work with national and regional partners to ensure that where at all possible we support climate friendly planning and building control regulations and seek where possible to include the very best measures into the Local Plan to minimise any negative impact on the environment
- 4) Call on National Government for more powers and resources to make this pledge possible, and ask the Council's Leader to write to the Secretary of state for Environment, Food and Rural Affairs to this effect
- 5) Continue to work with partners across the District, County and Region to deliver this new goal, through all relevant strategies and plans
- 6) Take account of climate impacts within existing decision-making processes
- 7) Set up an Environmental and Climate Forum, in line with the recommendations from the Task and Finish Group which were approved by this Council on 5th March, 2019
- 8) The Environmental and Climate Forum to monitor progress regularly and to report back
- 9) Commit to making available the appropriate training to members and officers to promote carbon neutral policies in order to achieve these aims

### [Our Declaration on Climate Change](#)

We, of course, have only limited powers, responsibilities, resources and finances. Many of the changes that will be required to achieve carbon neutrality and climate resilience must be the responsibility of others including public, private and third sectors and individuals. It is therefore important that this strategy and our accompanying Environmental Sustainability Action Plan are widely owned and delivered by residents, businesses and communities within the district and that it is evidence-based and built upon ground-up engagement with these groups. We will continue to work with the local community, partners and stakeholders in the district, across Hertfordshire and nationally to identify ways in which the council can work towards the goal of achieving a carbon neutral district.

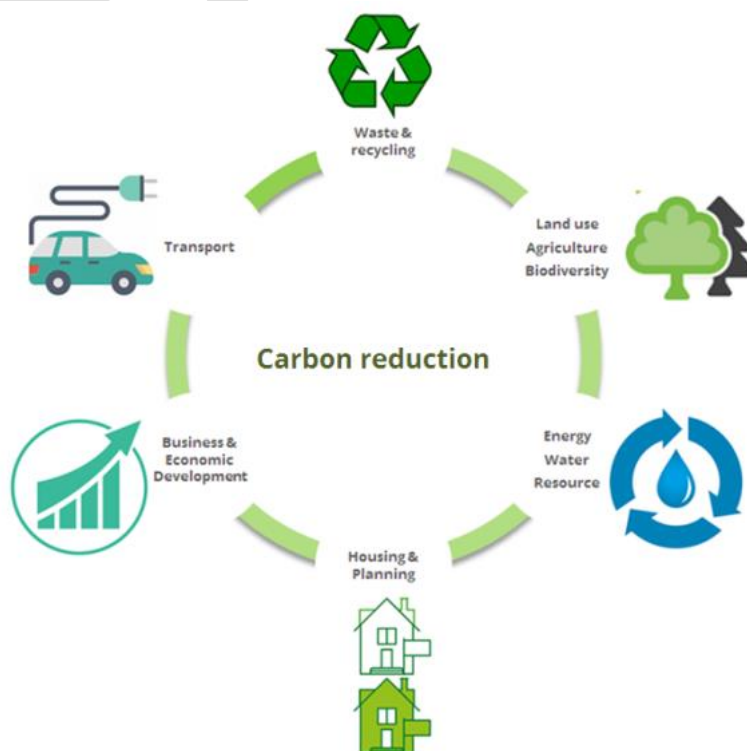
## 2. East Herts Council's approach to tackling climate change

### 2.1 The issues of most importance to our residents and partners

During consultation on preparation of this strategy, we canvassed the views of our residents and partners on sustainability priority areas of most importance to them. The following issues were mentioned most frequently:

- active, greener transport, including public transport, walking, cycling and promotion of low emission and e-vehicles
- domestic energy efficiency in both new and existing homes
- biodiversity and wildlife protection
- waste reduction and maximising recycling
- using planning policies to tackle climate change
- involving individuals and community groups.

These priorities accord with own understanding of the interconnectedness of the issues impacting carbon reduction and wider sustainability as illustrated in the following diagram. Through this strategy, we will strive to balance delivery of actions that address the issues of most importance to local people, those actions that are scientifically most impactful in relation to carbon reduction and value for money as well as address interrelated sustainability objectives such as biodiversity and air quality.



## 2.2 Working in a three tier local government environment

It would clearly be naïve to think East Herts Council can tackle climate change alone. There is much for the national government to do, both unilaterally and through international cooperation.

It should also be borne in mind that at the local level, East Herts Council operates within a three tier model of local government composed of Hertfordshire County Council (HCC), East Herts Council and town councils and parish councils throughout the district.

Within this structure, HCC are the lead authority for a number of functions crucial to fostering sustainability. These include highways, flood risk management and countryside management, as well as responsibility for key service areas including education, social care and children's services.

East Herts Council is responsible for other key functions which are likely to have a direct impact on sustainability, including planning policy and decision-making over the development of residential and commercial premises, waste collection, promoting and enforcing standards in existing housing and licensing taxi vehicles.

Town councils and parish councils are very near to their localities and in many cases directly manage community facilities such as community halls and allotments.

While the three tiers have different responsibilities and duties, it is clearly in all parties' interests to work together to achieve common goals and so, for example, we aim to dovetail our sustainability priorities with those in the county council's own [Sustainable Hertfordshire Strategy 2020](#) while also promoting sustainability issues through the regular Town and Parish Council conferences and meetings.

Both the council's and HCC's Climate Change Strategy focus on mitigation measures to reduce carbon emissions, as this is the key way to tackle global warming, as well as, increasingly focusing on adaptation.

Many sustainability issues are, however, inextricably linked to our strategies' goals. We know, for example, that high biodiversity levels can improve ecosystem reliability and increase the effectiveness of their functions, one of which is carbon capture. Recent research has shown that high levels of plant diversity can enhance storage of soil organic carbon. Thus, while we recognise we must not lose sight of carbon reduction, our strategic approach takes on a wider remit as illustrated in this graphic.

In particular, in addition to mitigation measures we recognise the need to adapt to the ongoing effects of climate change. Even if all carbon emissions were to cease immediately, the global climate would continue to change for some time due to the

current high levels of carbon already released into the atmosphere. Therefore, our approach needs to include a wide range of adaptation measures to take account of changing climate related risks. Examples include strengthening the ability of the wider district and our local community to combat potentially more extreme weather events such as excessive heat, cold and storms. This *could* include enhanced policies relating to construction in flood prone areas as well as cross-integration between our environmental sustainability action plan and the council's emergency planning, public health and resilience services.

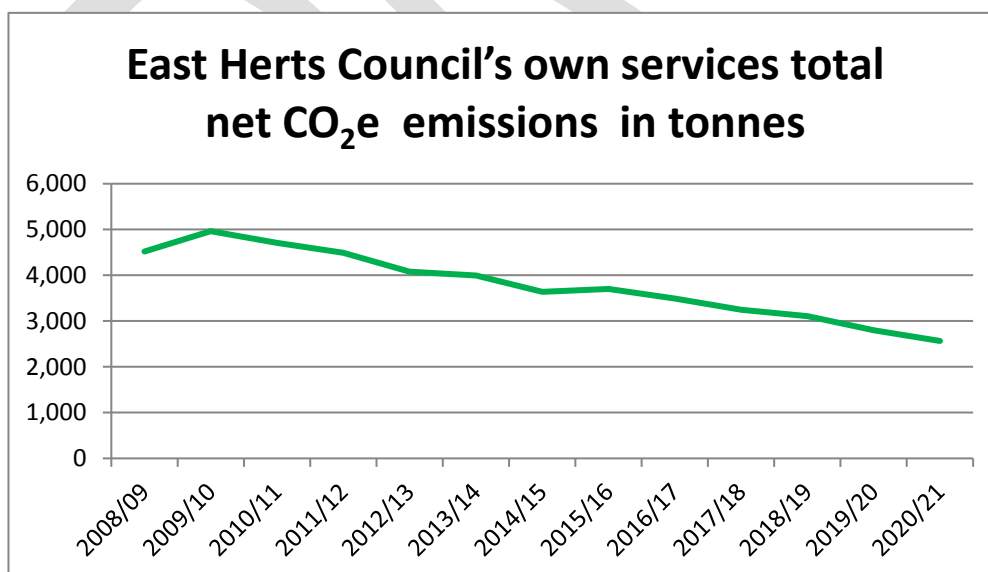
## 2.3 East Herts Council's approach

Maximising sustainability in all its forms has long been a corporate priority for East Herts Council. Our current corporate plan commits us to put *sustainability at the heart of everything we do*.

The council will continue to strive to:

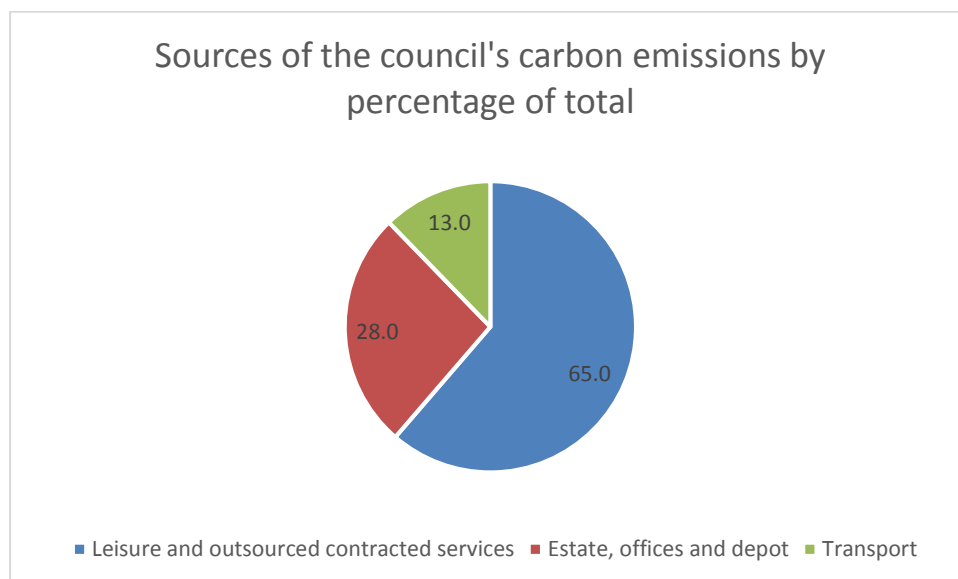
- provide a clean and safe environment
- facilitate new development which meets local needs while protecting the best of the district's natural and built environments
- take a responsible approach to waste and recycling
- promote green transport
- tackle environmental crime and reduction of air pollution.

Total net emissions of CO<sub>2</sub>e have been falling steadily across the district over the last fifteen years although there is clearly much progress still to be made.



Source: East Herts Council using Department for Business, Energy and Industrial Strategy national methodology

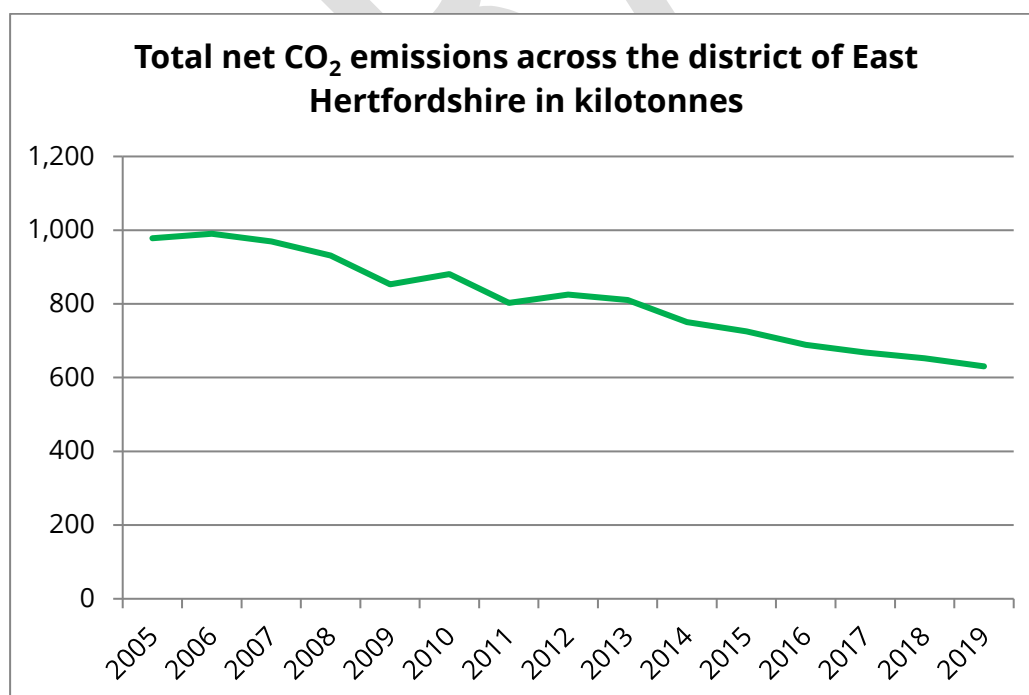
The sources of carbon emitted by the council, by percentage, are listed below.



Source: East Herts Council using Department for Business, Energy and Industrial Strategy national methodology

Over the last two decades the council has worked continuously to reduce our CO<sub>2</sub> emissions and improve energy efficiency. The council's success to date in reducing its own emissions is displayed in the graph.

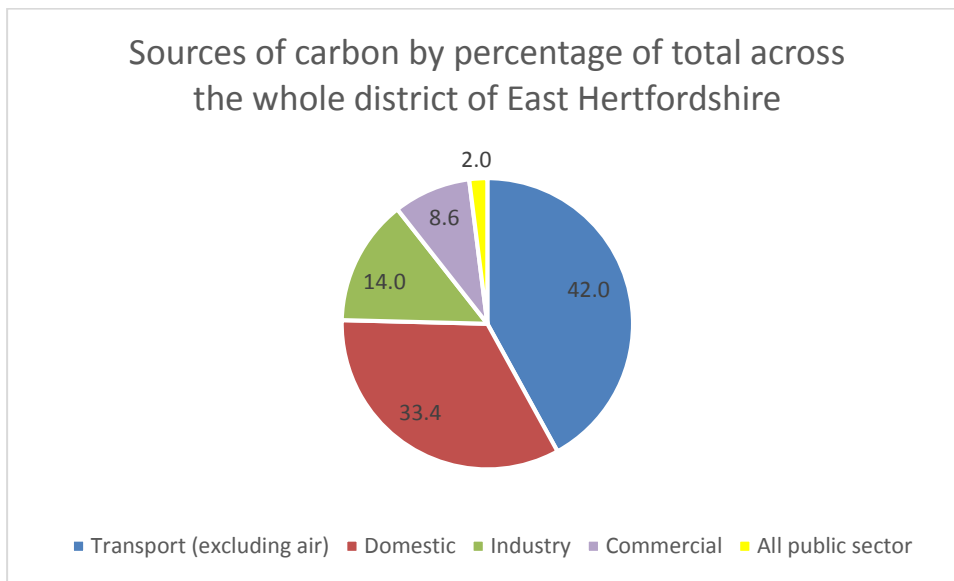
When in July 2019 the Council unanimously passed a motion making a Climate Change Declaration, it pledged its commitment to do everything within its power to make East Hertfordshire carbon neutral by 2030.



Source: Department for Business, Energy and Industrial Strategy



The sources of carbon emitted across the whole district, by percentage, are listed below.

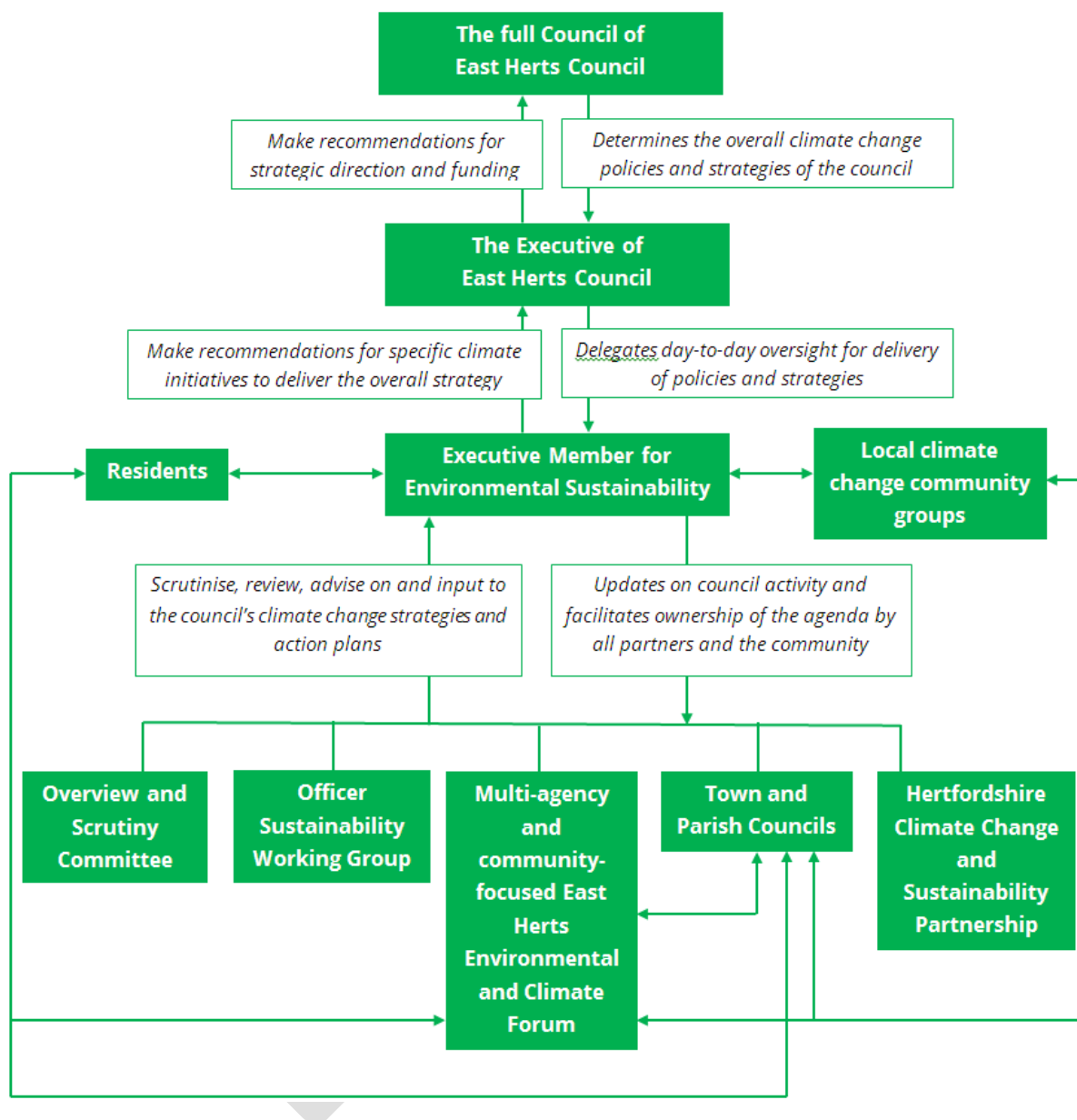


Source: Department for Business, Energy and Industrial Strategy

We are acutely aware that tackling climate change and improving sustainability requires action – now!

## 2.4 Governance of the climate change agenda in East Herts

The overall governance of this important agenda is as follows:



We now have the building blocks in place to make our aspirations a reality, including:

- climate change firmly within the remit of our Executive Member for Environmental Sustainability
- establishing a cross-service officer Sustainability Working Group which meets monthly
- drawing up a detailed Sustainability Action Plan which is kept under review and updated each month. It is also published on our website each month

- setting in place an East Herts Environmental and Climate Forum which brings together the council, other public sector partners, local community groups and residents to review sustainability work to date, share best practice and recommend future priorities. The group meets every two months, is open to all and is a key way of fostering community ownership of the climate change agenda
- being pro-active members of the Hertfordshire Climate Change and Sustainability Partnership, a grouping composed of all ten districts in Hertfordshire, the county council and the Hertfordshire Local Enterprise Partnership
- building and continuing to develop an informative sustainability website providing practical information to our residents, business and other partners along with clear details about how well our efforts are doing.

We have already forged new relationships with partners and will continue to expand on this. For example, we are in dialogue with the two members of parliament covering the vast majority of the district and are discussing rural issues with local farm owners, the Soil Association and the National Farmers' Union.

## 2.5 East Herts Council's role

We recognise the powerful influence of the council and our privileged position as a community leader and role model for behaviours to reduce carbon emissions and improve the sustainability of our overall environment. This strategy lays out how we aim to make a real difference by:

- making changes to the council's own premises and the services we deliver
- using our regulatory powers to promote action by others
- influencing and encouraging others to do things.

While achieving our aspirations will not be easy, we understand how crucial it is to tackle climate change to avoid an even greater impact on the lives of people across East Hertfordshire. So, we are in this for long haul.

We will deliver our strategy through:

- continuing to approach climate action in an inclusive, fair and effective manner
- forging cross sector partnerships wherever possible
- bidding for and assembling funding, investment and sponsorship opportunities with key suppliers, local authority partners and private enterprise
- celebrating successes along the route to carbon neutrality.

We will keep our action plan under continuous review and publish progress updates on a monthly basis on the [Environmental Sustainability pages on our website](#).

## 2.6 Our Environmental Sustainability Action Plan

This strategy provides an overview of our approach and lays out a pathway to achieving the commitments in our Climate Change Declaration. This is presented in Chapter 3.

The delivery of our ambitions depends on the setting, monitoring and continuous review of detailed targets. These are contained within our Environmental Sustainability Action Plan which is reviewed and updated on a monthly basis. It is shared with a wide range of partners, not least of which through the multi-stakeholder, community-focused East Herts Environmental and Climate Forum.

The carbon impacts of specific initiatives within the Environmental Sustainability Action Plan are quantified where applicable and whenever possible. This enables our partners as well as ourselves to keep a close eye on how well we are doing.

As we progress, we will deliver some actions and see the resulting carbon emissions reductions and co-benefits in relation to health and wellbeing, biodiversity, the local economy, society or education and skills of the population. Other actions will be modified in light of emerging evidence while completely new actions will be added as the situation, funding and pressures changes over time.

The council's corporate plan places *Sustainability at the Heart of Everything we Do* and while, of course, the council has to work with the resources available, our annual budget-setting process already seeks to align expenditure with this over-arching priority.

### 3. Turning Strategy into Action

Irrespective of intention, there are no results without action. This section explains how we have grouped together the full range of actions we are taking, and aim to take in coming years, under three main themes.

#### 3.1 Making changes to the council's own premises and services we deliver

The council is on a journey to become carbon neutral by 2030.

In 2019, when the council made its Climate Change Declaration, the council's own CO<sub>2</sub>e stood at 2,800 tonnes.

Our approach to plotting our carbon footprint is based on government guidance<sup>1</sup>. This splits emissions generated by an organisation into three areas or 'scopes':

- scope 1 – direct carbon use. These are emissions given off by the direct combustion of fuel such as burning gas for heating ; petrol/diesel in transport fleets; industrial process emissions; and fugitive emissions from air conditioning and refrigeration
- scope 2 – indirect carbon use from energy. This relates to emissions arising from consumption of purchased electricity, heat, steam and cooling
- scope 3 – other indirect carbon use. This scope covers all other emissions including purchased materials; transport related activities by staff in their own vehicles; waste disposal; leased assets and franchising and outsourcing; sold goods and services.

Our measurements currently take in scope 1 and scope 2 in line with government guidance for local authority reporting although over time we are increasingly considering widening our scope 3 emissions reporting.

To reach a carbon neutral position, the council will:

- continue to develop a sustained approach to reducing its own carbon footprint over the lifetime of this strategy. We will *not* leave the majority of our reductions to the end of this time frame
- constantly review carbon reduction measures in light of competing service and financial demands
- look to *only* use offsetting to handle the impact of any residual emissions once we've done all we possibly can to reduce emissions.

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<sup>1</sup> HM Government 2019, Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance

## *We have a track record of success!*

### **Achievements to date**

- Switched our electricity supply to a low carbon tariff
- Improved the energy efficiency of our existing building stock
- Trained our staff in sustainability, promoted less commuting and encouraged and enabled more sustainable travel
- Created a new website hub for sustainability, embraced behaviour change strategies and ramped up our sustainability campaigns and communication
- Created a 'living' Sustainability Action Plan and the framework for its continual evaluation
- Devised carbon assessment and tracking tools to assess all council projects

The pace of change and innovation in, for example, renewable energy, zero emission vehicles and sustainable heating systems is growing day-by-day and so it's impossible to predict every single measure we'll take to see the council itself achieve carbon neutrality by 2030. We can, however, identify the aspects of our services we need to review in the run up to 2030.

# We can do this!

Our route map to the council becoming carbon neutral by 2030

## Route map to carbon neutrality of East Herts Council services

### 2019 – Council makes Climate Change Declaration

- Aspiration to draw up a strategy to achieve carbon neutrality of council services by 2030

**Baseline emissions = 2,800tCO<sub>2</sub>e**

### 2020 – Actions completed

- Installation of LED lighting throughout the council's buildings
- Switch to 100% carbon free electricity

**Emissions reduced to 92% of 2019 baseline**

### 2021 – 2022 Actions in progress

- Replacement of the council's fleet of diesel vehicles with e-vehicles
- Service redesign to reduce business mileage

**Target to reduce emissions to 68% of 2019 baseline**

### 2023 – 2026 Actions to be assessed

- Energy efficiency works to upgrade the energy performance of the council's buildings
- Reduction in gas usage in leisure buildings and services
- Ground maintenance contract redesign to move to e-vehicles and battery usage while looking to enhance land sequestration possibilities

**Target to reduce emissions to 37% of 2019 baseline**

### 2027 – 2030 Actions to be assessed

- Further service redesign to reduce business mileage
- Further energy efficiency works to upgrade the energy performance of the council's buildings
- Consideration of reduction of waste management's reliance on diesel-powered vehicles
- Offsetting to any remaining carbon usage

**Target to achieve zero net carbon emissions = carbon neutrality**

## 3.2 Using our regulatory powers to promote action by others

We recognise that, as important as it is for the council to get its own house in order and, in doing so, demonstrate what can be done, the council's own emissions only account for around 0.4% of emissions across the whole district. Thus, everyone living in, working in or visiting East Herts has an important role to play in helping as part of a collective effort to achieve carbon neutrality across the district as a whole.

The council has a number of ways that it can promote action by others. Not least of which is the use of our regulatory powers. This includes:

- our planning powers and duties regarding the development of new homes and commercial buildings as well as conversion or extension of existing buildings
- our duties regarding the licensing of the taxi trade, in particular the setting of standards for vehicles that are used as taxis in the district
- our environmental health powers regarding standards in the private housing sector.

We recognise that we are partners within a wider enterprise working towards enabling the whole district of East Hertfordshire to strive to become carbon neutral by 2030. To this end, we know we will need to continually strengthen our regulatory advice and requirements over the coming years.

Importantly, the council is committed to working across the public sector family in Hertfordshire. As proactive members of the Hertfordshire Climate Change and Sustainability Partnership (HCCSP) we are jointly developing and implementing a series of Strategic Action Plans on key sustainability issues. These Plans seek to combine the efforts, resources and impetus of all partners so as to maximise the likelihood of a step change across the county.

We will continue to incorporate countywide actions into the Environmental Sustainability Action Plan and it is important to recognise that the work of the HCCSP forms an intrinsic and important part of our approach to seeking to achieve carbon neutrality across the wider district.



## We have a track record of success!

### Achievements to date

- Published a comprehensive Sustainability Supplementary Planning Document that both advises developers on sustainable considerations and makes clear our expectations
- Surveyed locally active, national developers to better understand barriers to energy efficient/Passivhaus development
- Integrated sustainability into all planning considerations associated with the Harlow Gilston Garden Town
- Ensured sustainability is a consideration regarding the use of capital resources arising from planning agreements
- Developed a Housing Strategy for 2022-2026 encompassing social and private sector housing and all elements of energy efficiency and fuel poverty
- Introduced stricter emissions standards for District taxis and waived fees for e-taxis

## We can do this!

### Key changes to our regulatory tools to be delivered by 2026

- Adopt and implement planning policies in the District Plan that address sustainability and help mitigate and adapt to the impacts of climate change. Align s106 contributions accordingly.
- Publish a Vehicle Parking in New Development Supplementary Planning Document.
- Publish a Biodiversity Supplementary Planning Document and leverage Biodiversity Net Gain legislation
- Continue to reduce emission regulations for locally licensed taxis, including incentivising low emission and e-taxis

### 3.3 Influencing and encouraging others to do things

Much research, and indeed our everyday experience, tells us that we often form opinions and make decisions based on the views and advice of our friends, family and neighbours. Therefore, there's much to be gained by the council investing its time and efforts in working with residents and community groups as they will then be able to 'amplify the message' among their networks and thus enact significant behaviour change.

A key strand of our efforts to reduce carbon emissions across East Herts is based on influencing, encouraging and making it as easy as possible for our residents and business to take action that will enhance sustainability.

Just as we work with public sector colleagues, we act collaboratively with community groups and individuals across the district. The East Herts Environmental and Climate Forum meets every two months to review our Sustainability Action Plan but also, crucially, to share knowledge, expertise and ideas. As a direct result of the Forum, we have developed closer working relationships with local climate and community groups and aim to continue to expand our work together to achieve ever more effective joint action.

Community groups are ideally placed to 'spread the word' and act as credible communicators throughout their networks. We are therefore keen to adopt a model whereby formal or informal agreements can be struck between the council and different groups so that both parties can pledge to take certain actions contingent on the other's involvement and commitment.

Over the lifetime of this strategy we anticipate new ideas and groups emerging and we see the East Herts Environmental and Climate Forum as the ideal way to marshal a joint effort across the district which is far greater than the sum of its parts.

We will draw on the excellent support available from the University of Hertfordshire, the Hertfordshire Local Enterprise Partnership (LEP) and the plethora of active climate change-focused community groups in the district to maximise our reach so as to effect significant and lasting behaviour change.

## We have a track record of success!

### Achievements to date

- Created an Action Plan and the framework for its continual public monitoring and evolution
- Set up a bi-monthly community Environmental and Climate Forum
- Provided grants, assistance and/or promotion for events associated with climate change awareness and action including webinars, e-v roadshows, festivals and environmental awareness film screenings
- Completed underpass upgrades in Hertford to encourage a switch to walking from car use
- Installed new racks for 80 bicycles in our market towns and secondary school settings
- Installed more than 60 e-chargers and 26 anti-idling signs in council car parks
- Planted over 350 trees in community projects associated with the Queen's Green Canopy scheme

## We can do this!

### Key ways in which we wish to work with partners to nudge behaviour change over the period to 2026

- Draw on the National Behavioural Insights Team to promote a simple model called EAST: Easy, Attractive, Social and Timely to help design effective behaviour change programmes
- Use apps and other social media to give residents the means to make informed choices about their own energy use and carbon footprints
- Work with partners to encourage greater uptake of low emission vehicles and install more e-chargers to further nudge the switch to e-vehicles
- Provide practical ways of encouraging sustainable options as the default position for residents and businesses notably with regard to greener travel, renewable energy, low carbon domestic heating and hot water
- Work with our farming community, which is developing environmental land management schemes, to support productive and sustainable food production
- Deliver the actions set for each district council in the HCCSP's Strategic Action Plans regarding the combining of efforts across the county to enable lasting behaviour change among residents and businesses

## 4. Working with all our communities to tackle climate change

The council has a duty to:

- eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

We believe that our Climate Change Strategy can and should act as a means of advancing the equality of opportunity in the district. At the same time, however, we recognise that some residents will find it easier to make sustainable choices and/or modify their behaviour than others with, among other things, health, income and family circumstances all having an impact. Furthermore, we are aware that some residents may unfortunately face discrimination because they are from a group with a protected characteristic along with other daily barriers which act against them taking the environmental action they might wish. For example this may be because of barriers to joining community groups, accessing information, arguing for tailored services and such like. We wish to do everything in our power to recognise, understand and tear down any such barriers for the simple reason that we need everyone in the district to pull together to tackle the threats caused by climate change and we see it as wholly unacceptable for anyone among us to feel their opportunities or actions are unduly curtailed.

To this end, we already:

- conduct detailed equalities impacts assessment on new policies and schemes across the council and work hard to mitigate any issues uncovered
- promote a range of grants and loans for those on limited means to fund insulation and other energy efficient improvements to their homes. Some groups with protected characteristics, such as disabled people or those of minority ethnic heritage, may be over-represented among our residents with lower incomes and thus such actions could enable them to participate more fully in the making sustainable choices.

## 4.1 The interaction of climate change, equalities and wellbeing

The national Climate Change Committee recently stated that global temperature increases of between 1.5°C and 2°C will affect the wellbeing of everyone and vulnerable people most of all<sup>2</sup>. Vulnerable people are also more likely to benefit disproportionately from co-benefits associated with a transition to net zero carbon emissions, such as reductions in air pollution<sup>3</sup>.

In addition, research by the Joseph Rowntree Foundation<sup>4</sup> found that the extent to which individuals are able to cope with the impacts of climate change is related to the interaction between personal factors, such as health and age, social factors, including income, and environmental factors, such as the quality of someone's home and local public realm.

The potential impacts of climate change on residents with protected characteristics as defined under the Equality Act 2010, along with mitigating actions, are described below.

Protected characteristic	Issues	The council's mitigation
Age	Older people potentially more to vulnerable to: <ul style="list-style-type: none"><li>• heat waves</li><li>• water shortages</li><li>• extreme weather events due to a combination of age, health issues and greater social isolation</li></ul>	Climate Change and Sustainability Partnership's (HCCSP) priorities for Water Sustainability embraced by the council  The council's Sustainability Supplementary Planning Document sets out guidance on how developers can build houses that minimise negative environmental impacts
Disability	Potentially more vulnerable to: <ul style="list-style-type: none"><li>• heat waves</li><li>• extreme weather events due to a combination of health issues and lower average incomes</li></ul>	The council's Sustainability Supplementary Planning Document sets out guidance on how developers can build houses that minimise negative environmental impacts

<sup>2</sup> Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming page 31

<sup>3</sup> Climate Change Committee, 2020, Net Zero: The UK's contribution to stopping global warming page 218

<sup>4</sup> Joseph Rowntree Foundation, 2014, Climate Change and Social Justice: an Evidence Review

Protected characteristic	Issues	The council's mitigation
<b>Pregnancy and maternity</b>	<p>There are several potential differential impacts on pregnant women, including:</p> <ul style="list-style-type: none"> <li>• heatwaves and higher average temperatures could impact on pregnant women more than other residents</li> <li>• any increases in stress, anxiety or other mental health issues as a result of extreme weather events or other climate change impacts could have a greater impact on pregnant women</li> <li>• extreme weather events could create potential difficulties in accessing to hospital or health visitors</li> </ul>	<p>The council believes that actions to reduce energy costs, including grants and loans for works and information about sustainable options, can act to reduce anxiety about, notably, fuel costs which could have a particularly beneficial impact on pregnant women.</p> <p>The council's Sustainability Supplementary Planning Document sets out advice on how developers can build houses that minimise under/overheating</p>
<b>Race</b>	<p>In some instances, people of black or minority ethnic heritage can have lower incomes than the overall population and thus face particular barriers when seeking to make sustainable choices</p>	<p>The council promotes a range of grants and loans for lower income households wishing to insulate their homes and/or make other energy efficiency improvements. See below for the council's stance on Sharia-compliant loans.</p> <p>Information can be made available in other languages if/as required</p>
<b>Religion and belief</b>	<p>Potential impacts include:</p> <ul style="list-style-type: none"> <li>• water shortages may impact on washing after prayers for Muslim residents</li> <li>• any shortages of particular food items caused by global impacts of climate change on agriculture may lead to shortages of foods required to meet special dietary requirements for some religious groups</li> </ul>	<p>Climate Change and Sustainability Partnership's (HCCSP) priorities for Water Sustainability embraced by the council.</p> <p>The council works with the farming industry to maximise sustainable food production.</p> <p>We recognise the potential need for Sharia-complaint loan products so as to ensure all Muslim residents can access this financial support. We will provide such assistance as required</p>

Protected characteristic	Issues	The council's mitigation
<b>Sex</b>	National studies reveal that women tend to have lower incomes than men and lone parents are more likely to experience poverty than other household types (Joseph Rowntree Foundation (2020), 'UK Poverty 2019/20') with 90% of lone parents being women (ONS (2019), 'Families and Households')	The council makes available a range of grants and loans for lower income households wishing to insulate their homes and/or make other energy efficiency improvements.  The Sustainability Action Plan and the council's Housing Strategy both prioritise the promotion of Passivhaus type homes which can dramatically reduce heating bills
<b>Sexual orientation</b> <b>Gender reassignment</b> <b>Marriage and civil partnership</b>	We do not anticipate specific differential impacts for people with these protected characteristics	

## 5. Monitoring and reviewing our Environmental Sustainability Action Plan

We are determined to make our efforts towards meeting the council's ambitious Climate Change Declaration aspirations as inclusive and transparent as possible.

Our [Environmental Sustainability Action Plan](#) is a living document which officers of the council review and update every month.

Actions for inclusion in the plan are likely to arise from:

- East Herts Council's members' scrutiny of the plan and, from time-to-time, working groups on particular issues
- countywide priorities and actions stemming from the Hertfordshire Climate Change and Sustainability Partnership
- the East Herts Environmental and Climate Forum
- ad hoc groupings which the council convenes or participates in, such as the Rural Roundtable to consider sustainability issues as they pertain to the district's rural communities
- government guidance.

We recognise and do not seek to hide the fact that financing the delivery of this strategy will be a major challenge. As noted earlier in this strategy, the council has a head start regarding identifying council resources given that our annual budget-setting process already seeks to align expenditure with the council's climate change and sustainability priorities. That said, mitigating and adapting to the impacts of climate change will require far more resources than those held by the council. Thus, we will continue to explore and bid for different funding mechanisms, opportunities and investments to help support delivery of our Environmental Sustainability Action Plan.

We know we need to be brave and bold so as to demonstrate our genuine commitments. To this end, we welcome scrutiny of and feedback on our plans, proposals and performance. Actions will continue to be monitored by officers by reference to progress against delivery. Furthermore, we will continue to:

- share progress with the East Herts Environmental and Climate Forum
- publish detailed updates on progress on our website every month
- publish on our website an annual update to date of our progress towards the carbon neutrality of our own services
- invite scrutiny of progress by the council's Overview and Scrutiny Committee and other partners

In due course, we will work collaboratively to conduct a thorough review in the run up to drafting of our 2027 – 2030 to replace this strategy.



## 6. How to find out more about Sustainability in East Herts

There is a wealth of information on our website. Please click on the following links to find out more.

[Environmental Sustainability Action Plan](#)

[East Herts Environmental and Climate Forum](#)

[More information about sustainability in East Herts](#)

[Hertfordshire Climate Change and Sustainability Partnership](#)

[Hertfordshire County Council's Sustainable Hertfordshire Strategy 2020](#)

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## Appendix A: Terminology used in this strategy

We need to be clear about the terms that are used in this strategy.

**Carbon emissions** relates to various greenhouse gases in the atmosphere, principally carbon dioxide, which contribute to global warming and climate change. Greenhouse gases include methane, nitrous oxide and fluorinated-gases and taken together with carbon dioxide, CO<sub>2</sub>, are typically referred to as CO<sub>2</sub>e, meaning, the equivalent of carbon dioxide. Carbon dioxide emissions will be the major focus for our action due to their prevalence and the opportunities for reduction that exist.

**Carbon neutrality** means “achieving net zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount sequestered or offset” (UN Environment, 2018).

**Climate resilience** means ensuring that our communities are adapted to cope with the projected impacts of global heating locally.

**Mitigation** refers to actions which will lead to the avoidance or reduction of greenhouse gas emissions.

**Adaptation** refers to actions which are necessary to deal with the impacts of climate change that cannot be mitigated.

**Offsetting** is a way of compensating for emissions arising in one place by taking action elsewhere. For instance, it may not be possible, feasible or viable to actually reduce emissions from a particular source any further, so instead money would be diverted to deliver additionality in mitigation/sequestration projects elsewhere to make up for the emissions that will remain.

**Sequestration** is the process of capturing carbon dioxide from the atmosphere and the long-term storage of it in trees, plants, soils, geological formations and the ocean. Though it should be noted that increasing sequestration by oceans leads to harmful acidification.

**Co-benefits** are secondary or ancillary benefits of an action that are also a relevant reason for that action in their own right. Many actions to mitigate and adapt to the climate emergency will have co-benefits such as improving health and wellbeing, improving air quality and building biodiversity.

## **East Herts Council Report**

### **Overview and Scrutiny Committee**

**Date of meeting:** 21 June 2022

**Report by:** Councillor Geoffrey Williamson Executive  
Member for Financial Sustainability

**Report title:** Social Value Policy

**Ward(s) affected:** All

### **Summary**

- This reports presents the council's Draft Social Value Policy, to the Overview and Scrutiny Committee for scrutiny. The policy sets out a set of local Themes, Outcomes and Measures ("TOMs") that will assist in leveraging investment in the councils SEED priorities through procurement and, on a voluntary basis, until the District Plan is revised for major development planning applications.

### **RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY COMMITTEE:**

- A) Endorse the Social Value Policy at Appendix A or make any suggested changes to Executive;**
- B) Endorse the delegation of authority to the Head of Legal and Democratic Services to amend Contract Procedure Rules to reflect the new policy;**
- C) Endorse the Social Value Maturity Index results and the suggested action plan items for improvement at Appendix C; and**

- D) Endorse Councillor Williamson as the lead Member for Social Value and that the Head of Strategic Finance and Property be the lead officer with responsibility for reporting, managing and delivering Social Value across procurement and commissioning.**

## **1.0 Proposal(s)**

- 1.1 East Herts Council, in its corporate plan, is committed to:
- 1.1.1 Sustainability at the heart of everything we do;
  - 1.1.2 Enabling our communities
  - 1.1.3 Encouraging economic growth
  - 1.1.4 Digital by default
- 1.2 To maximise the local impact of the Council's activity and spending in achieving our corporate plan, this policy is a key enabler in securing additional benefits – social, economic, and environmental, together known as social value – that support this vision. The objectives of implementing this social value policy are to:
- 1.2.1 Introduce a social value management tool that supports the delivery of our strategic priorities for the people and environment of East Hertfordshire;
  - 1.2.2 Provide a consistent approach to measuring and supporting social value throughout the procurement cycle;
  - 1.2.3 Define and implement a robust, transparent, and efficient digital solution for assessing and awarding the social value segment of tenders, and managing relevant supplier performance during the contract lifecycle;
  - 1.2.4 Allow contractors to compare their own social value performance by sector and build, over time, industry

- benchmarks to understand 'what good looks like' in East Hertfordshire; and
- 1.2.5 Reduce the uncertainty surrounding social value measurement for bidders, allowing them to make informed decisions based on robust assessments and hence to embed social value into their corporate strategies.

## **2.0 Background**

- 2.1 The Public Services (Social Value) Act 2012 requires an authority to consider how what is proposed to be procured might improve the economic, social, and environmental wellbeing of the relevant area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.
- 2.2 The Act does not prescribe what form this consideration might take or how the procurement process should be adapted to incorporate social value. The key question with respect to social value in a procurement process is the same as it is for any other element of the procurement, namely on what basis the council will determine the most advantageous of the options presented. In general terms, comparability – and therefore some form of measurement system – are key to incorporating social value in procurement.
- 2.3 Incorporating social value into East Herts procurement process is very low cost, yet it is a change that can make a real difference to people in the local community, to service delivery and to the council's spending plans. It is proposed the council adopts the National Social Value Measurement Framework or, more commonly, the "TOMs" (its structure is based on Themes, Outcomes and Measures) to underpin and empower the objectives of this policy. Having one reporting standard allows us to unlock, measure and report the social value

delivered by suppliers, delivery partners and ourselves during the provision of goods, works and services.

- 2.4 In recent years, the TOMs have become the most used framework in the UK, thus promoting consistency and comparability amongst providers and buyers of public services across the UK. The National TOMs were launched in 2017 by the [National Social Value Taskforce](#), chaired by the Local Government Association, with over 40 members from organisations representing central and local government, the private sector and the third sector.
- 2.5 The National TOMs provide a flexible, measures-based calculation framework designed to articulate social value outcomes in terms that can be objectively assessed. It was conceived and developed to be evidence-led and applicable over the 'whole life' of a contract or a single purchase.
- 2.6 Each of the Measures behind the Outcomes has been assigned a proxy value which allows organisations to report their delivery in financial and non-financial terms. These values were agreed by the National Social Value Taskforce and stem from public sector data sources such as the Unit Cost Database (UCD), following benefit analysis techniques as outlined in the HM Treasury Green Book and other relevant monetary valuation techniques, such as benchmarking of market prices.
- 2.7 There are several benefits to using both the National TOMs and the tendering and contract management portal, known as the Social Value Portal ("the Portal") for the Council. We will be able to:
  - 2.7.1 Objectively compare and benchmark year on year social value delivered between contracts and services,

- to seek sharing of best practice and drive better performance
  - 2.7.2 Gain a deeper understanding of where social value is being generated within our suppliers and areas - as well as where more social value could be unlocked to improve outcomes
  - 2.7.3 Puts a common language (the £) against the positive impact our spending brings to the area, to inform service planning and commissioning
  - 2.7.4 Being better informed, about where further social value could be unlocked locally, will develop, and support our communities, in turn creating a more resilient, healthier, and prosperous East Herts.
- 2.8 During the negotiations with the incumbent contractor to exercise the option to extend the parking contract, we trialled the social value approach. As well as gaining an annual saving of £10,000 on the contract, the contractor undertook to replace all their diesel vehicles with electric vehicles from the start of the 2 year extension and also undertook to make air quality monitoring data available to the council.
- 2.9 The Social Value Policy will apply to all procurement exercises with an estimated value of £75,000 and above where possible (it may not be possible for procurements via frameworks unless the framework permits it). The policy sets out that Social Value should be scored alongside Price and Quality and that Social Value must be 10% of the overall evaluation score. This is the same percentage as applied by central government and the National Health Service.
- 2.10 The Social Value Policy is set out in **Appendix A**. The non-priority TOMS are set out in **Appendix B**.
- 2.11 As part of the policy development the council was scored against the Social Value Maturity Index as to where we are

now and where we should be when the policy has been approved and embedded into the procurement process. This is shown at **Appendix C**. As part of strengthening our internal management score it is recommended that Cllr Williamson be the lead Member for Social Value and that the Head of Strategic Finance and Property be the lead officer with responsibility for reporting, managing and delivering Social Value across procurement and commissioning.

### **3.0 Reason(s)**

- 3.1 Whilst there is a legal duty to consider Social Value, a more structured approach to secure wider social, economic, and environmental benefits has been shown to deliver additional Social Value to taxpayers and have the potential to contribute to 'levelling up' and 'build back better'.
- 3.2 In the Levelling Up white paper the Government has signalled its intention to "legislate to put social value at the heart of government spending – weaving a thread of social improvement and civic responsibility through the UK Government's £300bn annual expenditure on procurement". It is therefore important for the council to have a social value policy to ensure we are helping to level up across the district.

### **4.0 Options**

- 4.1 Adopt the policy at **Appendix A – Recommended** - so that the council complies with the duties under the Public Services (Social Value) Act 2012.
- 4.2 Not adopt the policy – **Not recommended** – the council will not be in compliance with the Public Services (Social Value) Act 2012 and will not be able to gain the benefits of social value in terms of social, economic, and environmental benefits that will



support delivery of the corporate plan.

## **5.0 Risks**

- 5.1 The social value policy is considered low risk. Not having a social value policy is high risk as the council will struggle to demonstrate compliance with the Public Services (Social Value) Act 2012.

## **6.0 Implications/Consultations**

### **Community Safety**

No

### **Data Protection**

Yes - the social value portal does not hold any sensitive or personal data and reports summary information provided by contractors that would be freely available under the Freedom of Information Act.

### **Equalities**

Yes – The social value policy lists as priorities gender balance in the workplace and ethnic diversity.

### **Environmental Sustainability**

Yes – The social value policy contains priorities that will assist to deliver action on climate change and environmental sustainability.

### **Financial**

Yes – the social value policy will not raise contract costs but will provide a return on the money East Herts Council spends directly for the benefit of the district.

The use of the social value portal will be charged for but Stevenage Borough Council is negotiating access for all the local authorities in Hertfordshire and there may be funding available to mitigate the costs in early years. Once the cost is notified by Stevenage officers will judge the value for money of using the portal and may need to

report back to Executive that the policy will require amendment to use the TOMS but not the social value portal.

### **Health and Safety**

Yes – healthy workplaces is one of the priority outcomes of the social value policy.

### **Human Resources**

Yes – officers undertaking procurement will require training in the new policy and use of the social value portal.

### **Human Rights**

No

### **Legal**

Yes - The Public Services (Social Value) Act 2012 requires an authority to consider how what is proposed to be procured might improve the economic, social, and environmental wellbeing of the relevant area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.

### **Specific Wards**

No

## **7.0 Background papers, appendices and other relevant material**

**Appendix A** – Social Value Policy

**Appendix B** – Non-Priority TOMS

**Appendix C** – Social Value Maturity Index and action plan

### **Contact Members**

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# East Herts Council Social Value Policy

## Introduction

The Public Services (Social Value) Act 2012 requires all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental well-being of their area. It asks public bodies to consider the ways that they could benefit society as part of each decision made. Social value requires officers to think about how they achieve outcomes in a more integrated way, rather than thinking about isolated services or services in the short term. This approach requires officers to consider long term costs, sustainability and how inclusion of additional social value outcomes can potentially reduce pressures in other areas.

East Herts Council embraces the spirit of the Public Services (Social Value) Act 2012. Improving social, environmental and economic wellbeing will help support priorities to build community capacity and resilience. Therefore East Herts Council will apply, as appropriate, the broad principles of social value to all commissioning and procurement arrangements, no matter the value of the goods or services being procured

This Social Value Policy Statement outlines how East Herts Council will embed social value and demonstrates the council's commitment to delivering social value benefits through its commissioning and procurement arrangements.

## What do we mean by social value?

The term 'social value' refers to approaches which maximise the additional benefits that can be created through the delivery, procurement or commissioning of goods and services, above and beyond those directly related to those goods and services.

East Herts Council recognises that social value is about maximising the impact of public expenditure. Social value is defined as the additional benefit to the community from a commissioning / procurement process over and above the direct purchasing of goods, services and outcomes.

### How will we deliver social value?

The overall approach to delivering Social Value is to agree proportionate and relevant social value outcomes with suppliers during the procurement. There are two different, but complementary routes through which this can be achieved. Firstly, Social Value can be built into the contract as a performance obligation within the requirements/specification. Secondly, suppliers can be asked to be innovative about how they might deliver additional Social Value through the contract, and their responses are assessed as part of the overall evaluation process. Note, that these routes are not necessarily independent i.e. both may be used within the same procurement process.

#### Performance Obligation route

The officer leading the procurement, in developing the requirements/specification for the contract, should consider the nature of the contract and the Social Value priorities described below. Where the lead officer considers that specific additional Social Value obligations are appropriate and relevant then these should be included in the requirements/specification. It is important that these obligations support the council's overall strategic priorities and are proportionate to the goods and/or services being delivered under the contract.

Examples of Performance Obligation Social Value requirements are:

- a construction contract that includes targeting local recruitment and training for construction related skills;
- a catering contract which requires the use of seasonal, locally sourced ingredients and specifying active reductions in "food miles" over the life of the contract; and
- a grounds maintenance contract requiring the use of indigenous plants only or specifying low maintenance wild areas, where appropriate, to increase biodiversity and reduce harm to the environment. .

#### Evaluation route

Tender documents should ask suppliers, as part of their response, to consider the Council's required Social Value outcomes to describe how they might support these areas in delivering the core requirements of the contract. This route offers greater opportunity for potential suppliers to be innovative in their responses, and does not restrict suppliers to considering Social Value benefits

within the constraints of the scope of the contract. It is also possible within this approach to specify the required outcomes but not how they might be achieved, which can be left open for suppliers to develop proposals.

Examples of Social Value that might be offered by suppliers through this route include:

- A provider that invests in programmes to help local long-term unemployed people into training, qualifications and employment.
- A provider that wins a contract to undertake property maintenance and repair work, and offers to provide building materials and labour, free of charge, to local community organisations.
- A provider that wins a contract to undertake property maintenance and repair work, and offers to also promote careers in construction and trades to local schools, and commits to employing young people.

Lead officers should ensure that procurement documents, in particular the Evaluation Model, allow potential providers to outline how they will deliver Social Value in addition to the core requirements of the contract. It is essential lead officers ensure that procurement documents are clear on how responses will be assessed and evaluated. All procurements £75,000 and above must, wherever possible, use the social value portal for Social Value responses to tenders and for reporting of Social Value throughout the contract.

### **Weighting**

For procurements of £75,000 and above Social Value must be 10% of the overall evaluation scores with the remaining 90% split between cost and quality.

### **Major Planning Applications**

We cannot require developers to demonstrate social value when they submit a planning application until the East Herts District Plan is reviewed. We will, however, ask developers, on a voluntary basis, to consider social value as part of the pre-application public consultation process and to submit, as part of their application, evidence on how social value benefits will be delivered and sustained by a development through its lifecycle.

In doing this we will be guided by “Embedding Social Value into Planning” by the Social Value Portal and commend it to developers.

### How will we measure social value?

We will measure social value using the National Social Value Measurement Framework – or National TOMs for short. It is a method of reporting and measuring social value to a consistent standard. It provides the golden thread between an organisation's overarching strategy and vision, to the delivery of that vision. TOMS stands for:

- Themes - visionary social value areas
- Outcomes - the positive changes within communities the council wants to see
- Measures - a set of measurements used to achieve outcomes.

The National TOMS convert all social value offers into a monetary amount that can be used to score the social value offered consistently across tenders. As part of tender submissions and during the life of the contract we will ask bidders and the successful contractor to record social value on the National TOMs portal [socialvalueportal.com](https://socialvalueportal.com)

### What are the social value outcomes we want to achieve?

Through social value we intend to deliver on the priorities set out in the Corporate Plan:

- Sustainability
- Enabling our communities
- Economic growth
- Digital

There is an expectation that the East Herts Community Alliance will be provided with the opportunity to speak to potential bidders so that bidders can prepare social value offers that maximise returns to the community and voluntary sector. This policy commits East Herts Council to work with the Community Alliance to produce an East Herts Community Social Value Charter that ensures that social value always reflects local community priorities. The table overleaf sets out the council's priority outcomes for 2022 - 24 to assist bidders and evaluators.

## Our Social Value priorities 2022 - 2024

Theme	Outcome	Measure
<b>Sustainability</b>	Sustainability at the heart of everything we do	Low emission vehicles in the supply chain
	Sustainability at the heart of everything we do	Plastic recycling
	Sustainability at the heart of everything we do	Circular economy – local partnerships
	Sustainability at the heart of everything we do	Reduced food waste
<b>Enabling our Communities</b>	Healthy workplaces	Staff health and wellbeing
	Supporting the VCSE to support our communities	Equipment or resources donated to VCSEs (Voluntary, Community and Social Enterprises)
	Supporting the VCSE to support our communities	Spend with VCSEs
	Supporting the VCSE to support our communities	Expert advice to help VCSEs and MSMEs (Micros, Small and Medium Enterprises) decarbonise
	We will ensure all voices in the community are heard	Gender balance in the workforce
	We will ensure all voices in the community are heard	Ethnic diversity in the workforce
<b>Economic growth</b>	More local people in employment	Percentage locally employed
	More local people in employment	Jobs for homeless people
	More local people in employment	Jobs for people who were Not in Employment, Education or Training
	More local people in employment	Prompt payment – invoices paid in 30 days



## Appendix A

Theme	Outcome	Measure
	Skills building for the future	Apprenticeship opportunities
	Spending more in the local economy	Local supply chain spend
Digital by default	Helping people to use digital services	Digital skills for disadvantaged groups
	Helping people to use digital services	Cyber security risks awareness
	Helping people to use digital services	Donating old ICT equipment to community groups

### How will we monitor delivery of social value?

We will monitor delivery using the social value portal. We will require contractors to upload their delivery against their social value commitments and the supporting evidence. We will report our social value gains to the community using an easy to understand dashboard format that looks like this:



### How will we embed social value in the council and ensure we are maximising social value?

We have assessed ourselves against the Social Value Maturity Index today and where we should be by implementing this strategy. There is an action plan of how we can improve which results from this assessment. This policy commits East Herts Council to improve its score each year by embedding and developing social value. This improvement journey will be reported to the Executive annually.

### When will this policy be reviewed?

We will review our social value priorities and our progress against the Social Value Maturity Index annually. This policy will be reviewed no later than 3 years after its adoption by the Executive. The Social Value Priorities list will be reviewed annually to ensure it remains in line with our Corporate Plan priorities.

## Other National TOMS which have not been prioritised but may be offered by bidders

Theme	Outcome	Measure
Sustainability	Sustainability at the heart of everything we do	Programme to achieve net zero carbon by 2030
Sustainability	Sustainability at the heart of everything we do	Supporting a just transition
Sustainability	Sustainability at the heart of everything we do	Low Carbon Apprenticeship opportunities
Sustainability	Sustainability at the heart of everything we do	Opportunities for MSMEs to tender for decarbonisation work
Sustainability	Sustainability at the heart of everything we do	Carbon emissions are reduced
Sustainability	Sustainability at the heart of everything we do	Contribution to own carbon offset fund by 2030
Sustainability	Sustainability at the heart of everything we do	Carbon certification
Sustainability	Sustainability at the heart of everything we do	Carbon reduction from energy efficiency — building operations
Sustainability	Sustainability at the heart of everything we do	Carbon reduction from Increased renewable energy – building operations
Sustainability	Sustainability at the heart of everything we do	Buildings meeting energy efficiency target
Sustainability	Sustainability at the heart of everything we do	Carbon reduction from reduced energy use and energy efficiency measures
Sustainability	Sustainability at the heart of everything we do	Carbon reduction from increased renewable energy – on site
Sustainability	Sustainability at the heart of everything we do	Savings in contract-related carbon
Sustainability	Sustainability at the heart of everything we do	Carbon offset fund payments
Sustainability	Sustainability at the heart of everything we do	Car miles saved
Sustainability	Sustainability at the heart of everything we do	(Low emission) car miles driven
Sustainability	Sustainability at the heart of everything we do	Corporate travel schemes
Sustainability	Sustainability at the heart of everything we do	% Fleet at least Euro 6 or LEV
Sustainability	Sustainability at the heart of everything we do	Fleet emissions programme
Sustainability	Sustainability at the heart of everything we do	Air quality regulations
Sustainability	Sustainability at the heart of everything we do	Investments in environmental initiatives
Sustainability	Sustainability at the heart of everything we do	Investments in sustainable reforestation
Sustainability	Sustainability at the heart of everything we do	Offsets or mitigation initiatives on biodiversity
Sustainability	Sustainability at the heart of everything we do	Environmental conservation volunteering
Sustainability	Sustainability at the heart of everything we do	Support to MSMEs and VCSEs on circular economy solutions
Sustainability	Sustainability at the heart of everything we do	Single use plastics eliminated
Sustainability	Sustainability at the heart of everything we do	Diverting hard to recycle waste
Sustainability	Sustainability at the heart of everything we do	Waste management verification
Sustainability	Sustainability at the heart of everything we do	Water use benchmark
Sustainability	Sustainability at the heart of everything we do	Water efficiency policy
Sustainability	Sustainability at the heart of everything we do	Water saved benchmark
Sustainability	Sustainability at the heart of everything we do	Waste good practice benchmark

Theme	Outcome	Measure
Sustainability	Sustainability at the heart of everything we do	% waste diverted
Sustainability	Sustainability at the heart of everything we do	Tonnes waste diverted
Sustainability	Sustainability at the heart of everything we do	Biocomposites and equivalent
Sustainability	Sustainability at the heart of everything we do	Donation of food waste
Sustainability	Sustainability at the heart of everything we do	Refurbished furniture
Sustainability	Sustainability at the heart of everything we do	Redesign to minimise food waste
Sustainability	Sustainability at the heart of everything we do	Sustainable procurement commitments
Sustainability	Sustainability at the heart of everything we do	Supply chain carbon certification
Sustainability	Sustainability at the heart of everything we do	Climate change training
Sustainability	Sustainability at the heart of everything we do	New buildings achieving BREEAM rating
Sustainability	Sustainability at the heart of everything we do	Assets undergoing climate risk assessment
Sustainability	Sustainability at the heart of everything we do	Assets with reduced sustainability risk
Sustainability	Sustainability at the heart of everything we do	Buildings achieving BREEAM IN-USE
Enabling Our Communities	Healthy workplaces	Workplace screening
Enabling Our Communities	Healthy workplaces	Mental health campaigns for staff
Enabling Our Communities	Healthy workplaces	Implementation of mental health core standards for staff
Enabling Our Communities	Healthy workplaces	Pro bono responsible budgeting support
Enabling Our Communities	Healthy workplaces	Workplace screening in construction
Enabling Our Communities	Supporting the VCSE to support our communities	Expert advice to VCSEs and MSMEs
Enabling Our Communities	Supporting the VCSE to support our communities	Voluntary hours donated to VCSEs
Enabling our communities	We will ensure all voices in the community are heard	Recruitment to achieve gender balance in workforce
Enabling our communities	We will ensure all voices in the community are heard	Recruitment to achieve ethnic diversity in workforce
Enabling Our Communities	We will ensure all voices in the community are heard	Equality and diversity training
Enabling Our Communities	We will ensure all voices in the community are heard	Gender pay gap
Enabling Our Communities	We will ensure all voices in the community are heard	Initiatives to reduce the gender pay gap
Economic growth	More local people in employment	Local direct employment
Economic growth	More local people in employment	Local direct (own) employment – TUPE transfers
Economic growth	More local people in employment	Local direct (own) and supply chain employment in targeted areas
Economic growth	More local people in employment	Local indirect employment – supply chain only
Economic growth	More local people in employment	Employers' fairs
Economic growth	More local people in employment	Union Recognition Agreements or Equivalent
Economic growth	More local people in employment	Good Work / Fair Work
Economic growth	More local people in employment	Jobs for long-term unemployed people

Theme	Outcome	Measure
Economic growth	More local people in employment	Jobs for mothers returning to work
Economic growth	More local people in employment	Jobs for survivors of modern slavery
Economic growth	More local people in employment	Jobs for care leavers
Economic growth	More local people in employment	Jobs for ex-offenders aged 18+
Economic growth	More local people in employment	Jobs for ex-offenders aged 18—24
Economic growth	More local people in employment	Jobs for people with disabilities
Economic growth	More local people in employment	Jobs for armed forces veterans with disabilities
Economic growth	More local people in employment	Employability support for people over 24
Economic growth	More local people in employment	Staff paid the Living Wage
Economic growth	More local people in employment	Supply chain partners paying the Living Wage
Economic growth	More local people in employment	Number of Employees paid the Real Living Wage
Economic growth	More local people in employment	Contracts with commitments to ethical procurement
Economic growth	More local people in employment	Initiatives to identify and manage Modern Slavery
Economic growth	More local people in employment	Modern Slavery – supply chain audits
Economic growth	More local people in employment	Managing Modern Slavery – people employed in the supply chain
Economic growth	Skills building for the future	School and College Visits
Economic growth	Skills building for the future	Site Visits
Economic growth	Skills building for the future	Continuous Professional Development
Economic growth	Skills building for the future	Training opportunities
Economic growth	Skills building for the future	Training opportunities for people facing barriers to employment
Economic growth	Skills building for the future	Apprenticeship opportunities for people facing barriers to employment
Economic growth	Skills building for the future	Employability support for young people
Economic growth	Skills building for the future	Employment taster days
Economic growth	Skills building for the future	Work placements (unpaid)
Economic growth	Skills building for the future	Work placements (paid)
Economic growth	Skills building for the future	Work placements (paying Real Living Wage)
Economic growth	Spending more in the local economy	Meet the buyer events
Economic growth	Spending more in the local economy	Local supply chain spend in targeted areas
Economic growth	Spending more in the local economy	Local supply chain spend with MSMEs
Economic growth	Spending more in the local economy	Local supply chain spend with Micro and Small enterprises

[HOME](#)


## Social Value Maturity Index

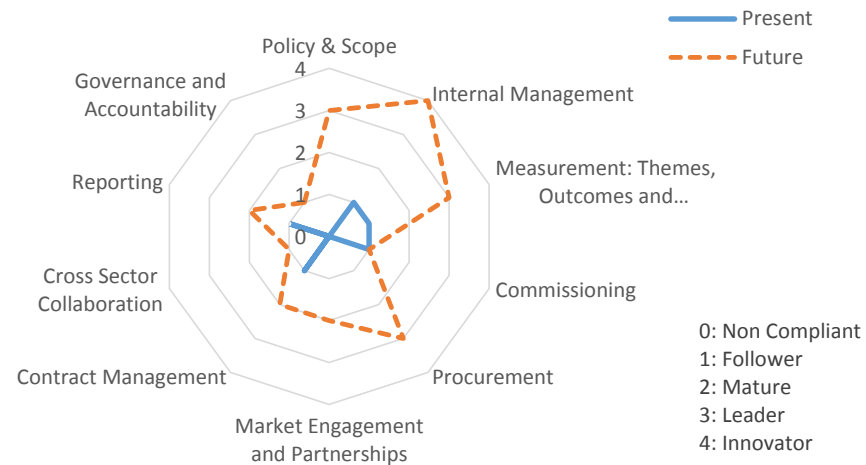
### Action Plan

Organisation: **East Herts Council**

Present Performance: **Incomplete/Non Compliant**

Future Target: **Mature**

	Present	Future
A <b>Policy &amp; Scope</b>	Incomplete/Non Compliant	Leader
B <b>Internal Management</b>	Follower	Innovator
C <b>Measurement: Themes, Outcomes and Measures</b>	Follower	Leader
D <b>Commissioning</b>	Follower	Follower
E <b>Procurement</b>	Incomplete/Non Compliant	Leader
F <b>Market Engagement and Partnerships</b>	Incomplete/Non Compliant	Mature
G <b>Contract Management</b>	Follower	Mature
H <b>Cross Sector Collaboration</b>	Incomplete/Non Compliant	Follower
I <b>Reporting</b>	Follower	Mature
J <b>Governance and Accountability</b>	Incomplete/Non Compliant	Follower



	To reach 'Follower'	To reach 'Mature'	To reach 'Leader'	To reach 'Innovator'	<a href="#">Note</a>
<b>Policy &amp; Scope</b>	Ensure that you are compliant with the Act as a minimum.	Develop a process to identify contracts that should include Social Value, beyond the OJEU threshold, and include in your policy.	Ensure that your policy requires Social Value both above and below the OJEU threshold. Develop a strategy to tailor the required Social Value contribution to the size and scope of the contract. Embed Social Value into the Frameworks that fall under the Act.	Go beyond the Act and apply Social Value requirements to Grants, Supplies, Works, Services and Planning. Develop specific policies on stakeholder involvement, materiality assessment and valuation.	
<b>Internal Management</b>		Appoint a Councillor or Cabinet Board member to report/lead on Social Value.	Appoint an officer to have responsibility for reporting, managing and delivering Social Value across procurement and commissioning. Implement a training programme for officers involved in Social Value, and provide resources to assist them in implementing the Social Value Strategy.	Add managing and delivering Social Value to the responsibilities of all officers. Introduce Social Value as a KPI in Cabinet/Scrutiny Committee meetings.	
<b>Measurement: TOMs</b>		Introduce a programme to start measuring Social Value in non-financial terms, against an approved set of TOMs. Ensure that there is a Golden Thread linking your Corporate Strategy, Social Value Policy, and the TOMs used to measure Social Value. Include a requirement in your policy to ensure that your approved TOMs are available to suppliers through your website.	Start to measure Social Value in financial as well as non-financial terms, against the approved TOMs. Start a process to update TOMs annually, supported by evidence from case studies and ongoing contracts. Introduce a system to weight outcomes according to Council and local priorities.	Include processes to incorporate changes to local community priorities in the TOMs annually.	

<b>Commissioning</b>			Introduce a process to assess new contracts before procurement has started, to understand their potential contribution to Social Value. Adjust the TOMs against your overall Social Value Strategy as it is updated. Add Social Value to guidance, resources, and templates for self service projects.	
<b>Procurement</b>	Ensure that Social Value is mentioned in Services related tenders. Ask tenderers to make Social Value commitments, to improve the economic, social and environmental wellbeing of the local areas.	Mention Social Value across all tenders. In tenders that fall under the Act, include Social Value requirements as part of the Quality Score. Include Social Value weighting in the Quality Score, of between 5 and 10%.	Include Social Value requirements as part of the Quality Score in all tenders. Ensure consistency in Social Value approach within departments by introducing Checks and/or Gateways. Introduce a process to incorporate feedback/lessons learnt within departments.	Ensure consistency in Social Value approach across the organisation by introducing Checks and/or Gateways between departments. Introduce a process to incorporate feedback/lessons learnt across the organisation. Set up a space to share your Social Value Themes, Outcomes and Measures across departments.



<b>Market Engagement and Partnerships</b>	Initiate a Market Engagement strategy around Social Value. Set up market engagement programmes for specific projects.	Target the business community and third sector to build capacity in delivering Social Value.	Collate or get access to a library of case studies and other examples of Social Value activity. Identify or begin a programme of regular forums for Social Value networking/engagement.	
<b>Contract Management</b>		Bind specific, targeted Social Value action plans into contracts, and monitor the delivery of Social Value after award.	Undertake performance reviews of contracts and incorporate feedback, to ensure improvement in SV delivery.	
<b>Cross Sector Collaboration</b>	Implement a system for sharing data on an ad hoc basis for joint procurement/commissioning initiatives.			Identify and share cost savings available through Social Value initiatives. Develop a common reporting method for Social Value.

<b>Reporting</b>		Introduce annual feedback to Cabinet/Scrutiny Committee on Social Value. Begin Annual Reporting on Social Value progress and delivery.		
<b>Governance and Accountability</b>	Ensure that the Council/Authority has considered Social Value according to the Act, and this is minuted.	Include Social Value as a core principal, as supported by a published Social Value policy and Implementation Strategy. Publish all Social Value documentation on your website.	Identify a Cabinet Member to have direct oversight of Social Value performance. Embed Social Value into commissioning and procurement, with a ratified policy and published toolkit. Support the implementation of Social Value with an overarching Action Plan.	

*\* The actions in the action plan are defined by your response to each question, and show what must be done to reach your Future Target from your Current Performance for each. Please note that the column headings strictly refer to achieving the different levels for individual questions, rather than your overall performance.*

## East Herts Council Report

### Overview and Scrutiny Committee

**Date of Meeting:** 21 June 2022

**Report by:** Councillor Geoffrey Williamson, Deputy Leader and Executive Member for Financial Sustainability

**Report title:** Corporate Annual Report 2021/22

**Ward(s) affected:** All

### Summary

- This report updates Members on progress against the Corporate Plan priorities over the 2021/22 year.

### RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY COMMITTEE:

- A)** That Committee Members note the contents of the report and agree that is recommended to Council via Executive.

#### **1.0 Proposal(s)**

- 1.1 Committee Members are encouraged to review key achievements and actions over the past 12 months

#### **2.0 Background**

- 2.1 Each financial year, East Herts Council agrees a set of actions for completion across this year and in several cases, into future financial years. These actions fall within the overall 4 SEED priorities set out in the Council's Corporate Plan, first

agreed in January 2020 with a refreshed version agreed on March 1<sup>st</sup> of this year. For many of these actions, the relative success and progress of the action is monitored closely by performance indicators.

- 2.2 These actions and indicators are monitored throughout the year by Heads of Service through quarterly discussions and a six month/ second quarter update report that goes to Overview and Scrutiny Committee. At the end of each financial year, this summary report is produced to collate progress on corporate actions and to highlight performance against set targets.
- 2.3 This report summarises the position of all the corporate actions (see **Appendix A**) set out at the start of 2021/22 and the key performance indicators (see **Appendix B**) that help measure the success of these actions.
- 2.4 All of these actions and KPIs are managed through our dedicated performance management system Pentana. Members have the opportunity to view results and progress in real time with login details which can be found on the East Herts Intranet.
- 2.5 A video, highlighting achievements over the year has also been prepared and will be shown on the 21 June at the Committee meeting. The video will then be made public.

### **3.0 Reason(s)**

- 3.1 Overview and Scrutiny have a role in tracking progress Of Corporate plan priorities

### **4.0 Options**

- 4.1 N/A

## **5.0 Risks**

5.1 N/A

## **6.0 Implications/Consultations**

6.1 N/A

### **Community Safety**

Yes – community safety actions covered in the report

### **Data Protection**

No

### **Equalities**

Yes – equalities actions covered in the report

### **Environmental Sustainability**

Yes – sustainability actions covered in the report

### **Financial**

No

### **Health and Safety**

No

### **Human Resources**

Yes – performance data related to HR covered in the report

### **Human Rights**

No

### **Legal**

No

## **Specific Wards**

No

### **7.0 Background papers, appendices and other relevant material**

7.1 **Appendix A** – corporate actions

7.2 **Appendix B** – corporate indicators

### **Contact Member**

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## Enabling Communities Theme

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
Keeping Communities Safe	Provision of Covid marshals in town centres, neighbourhood shopping centres and green spaces	Marshals changed from providing 140 hours per week of support to 24 hours per week from 19th July, focusing on supporting the police and Environmental Health throughout late summer and Autumn. Thereafter they moved to supporting schools with any security issues regarding anti-vaccine protests and supporting test and trace activities (including checking on clinically vulnerable people in the district). Funding expired in March and there is no further need for marshal support	Completed	
Keeping Communities Safe	Support national and county led campaigns on vaccine roll out and vaccine hesitancy	We've continued to promote how people can get vaccinated in East Herts and shared county council materials around living with Covid.	Completed	
Keeping Communities Safe	Support roll out of testing and vaccination centres	After setting up Hertford Theatre as a vaccination centre to assist the responsibility then transferred to local pharmacies / surgeries and mobile NHS units to support the roll out and booster jabs.	Completed	
Keeping Communities Safe	Provide regulatory advice and support to businesses for safe re-opening with Covid recovery	2021/2022 - Target Exceeded. 99% of Environmental Health requests for service were responded to within target times. This equates to 17 requests for service missing their first responses since April 2021. 2589 requests for service have been received since April 2021.	On-going action	
We will ensure all voices in the community are heard	Agree and implement a new Equalities, Diversity and Inclusion Strategy	Strategy was adopted by full council in July 2023. Deliverables over the year have included refreshed training for staff on Equality Impact Assessments, promotional video of the Thomas Clarke memorial near high cross for the international day of remembrance for the abolition of slavery and the black history month quiz for Members	Completed	
We will ensure all voices in the community are heard	Evaluate the impact of any comms and campaigns	We've recently undertaken campaigns for sustainability, the Great British Spring Clean (ongoing), the East Herts Lottery and Business grants. All have been evaluated as per the comms strategy and learning fed into future campaigns in terms of how best to target audiences	On-going action	
We will ensure all voices in the community are heard	Grow our digital communication channels	Followings have grown across all platforms and Q4 was our best quarter to date in terms of follower increases and engagement on posts.	On-going action	QC CSP 5.12A, QC CSP 5.12B, QC CSP 5.12C, QC CSP 5.12D, QC CSP 5.12E & QC CSP 5.12F

Parent Title	Action Title	Latest Note	Status	Linked PIs Code
We will ensure all voices in the community are heard	Trial new communication and engagement tools with different audiences	We have developed new digital programmatic ads to promote the Healthy Hub and drive referrals.	On-going action	
We will ensure all voices in the community are heard	Support our local communities with the neighbourhood planning process	Support to neighbourhood planning continues to be provided	On-going action	
We will invest in our places	Maintain the register of community assets	Register is up to date and parish councils are being notified where ACVs are approaching their 5 year expiry date, as recommended by Audit and Governance Committee. Over the year we had 15 requests for new ACV registrations	Completed	
We will invest in our places	Deliver the community grants scheme	The 2nd funding round was oversubscribed. 24 applications were received with requests totalling approximately £106,000 from a budget of £62579. 12 of the 16 revenue applications were from organisations who haven't previously applied	Completed	AC HH 305
We will invest in our places	Produce a business case for the refurbishment and extension of Pinehurst Community Centre	Budget of £200k approved by Full Council. Corporate Property Services, not undertaking £200k refurbishment in a piecemeal way to avoid disruption to the Community Centre Users. Work started during the Easter Term time break, more works scheduled at the May half term and again in July.	Completed	
We will invest in our places	Set up a Charitable Incorporated Organisation with residents to repurpose a council allotment site into a community garden	The Thieves Community Garden Group became a registered charity in January 2022. The site was cleared by the Council's Operations Team and the trustees successfully applied for a grant from Hertford town Council. They commissioned Wyldedges to deliver a visioning workshop last month and will soon have a detailed design based on consultation with residents. Two trustees have been identified as project managers. The group is also registered with the East Herts Lottery.	Completed	
We will invest in our places	Undertake a review of the EHC owned Community Centres in East Herts	The Sele Community Hub was also awarded Covid Recovery Funding to purchase equipment including a notice board.  A survey of council owned community centres has been conducted and information will be forwarded to the Assets Team	Completed	



Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will invest in our places	Maintain standards of cleanliness in our streets	Continues to be monitored through our contractors. A report was shared with Overview and Scrutiny Committee on 23 March 2022 outlining current performance.	Completed	MC OPS 300
We will invest in our places	Respond to fly-tipping in a timely manner	Performance is good . KPI's on target 100% collected on time	Completed	QC OP 2.4
We will invest in our places	Deliver the cultural strategy	A community engagement workshop was held in October 2021 to work with community groups to establish how we can work together to deliver outcomes of the cultural strategy. Following on from this an action plan for 2022/23 has been drawn up. This will be overseen by the Cultural Strategy Strategic Group with delivery being channelled through the Cultural Strategy Delivery group	On-going action	
We will invest in our places	Complete construction of a refurbished and extended Hartham Leisure Centre	Phase 1: Changing Village - Complete. Pool Hall - all pool works are completed and the failed pool tank liner has been rectified with the new liner install being a success. The pool re-opened to the public on 13 May. Work will now focus on phases 3 and 4 of the project (new extension with cycling studio and additional changing facilities)	In Progress	
We will invest in our places	Complete construction of new Grange Paddocks Leisure Centre	<p>The new leisure centre opened up on time and in budget in October 2021. Archaeology for the 3G football pitch has been confirmed to be finished by 13/5/22. A public open day was held on 23/4/22 between 10am and 4pm which attracted 700 people to tour the dig with a further 300 visiting the meet &amp; greet table with a selection of finds.</p> <p>A pre-start meeting with the 3G contractor Hunt was held 9/5/22, Hunt confirmed that they will set up their accommodation by the end of this week and they will start work on site from 16/5/22. Expected completion of the 3G is 2/9/22</p>	In Progress	
We will invest in our places	Deliver £20m investment in Hertford Theatre	A revised budget was approved by Council on 2 March and the contractor (GPF Lewis) was appointed on 15 March, taking possession of the site in April. Hoardings have since been placed up and initial works commenced. Completion is anticipated November 2023	In Progress	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will invest in our places	Deliver the Castle Park Heritage Lottery Funded project	Project went out for tender but final submissions came in over budget due in part to covid and supply chain issues. This has now been put out for re-tender using an open process with a hope of outlining a wider range of potential bids. We have submitted an application for extra funds from the National Lottery with a decision due in Jan and this will be in conjunction with looking at ways we can reduce costings of the project	In Progress	
We will support our vulnerable residents	Relaunch the East Herts Healthy Hub to promote easier access to health and wellbeing advice and support	This action will be managed going forward by a new 2022/23 corporate action titled 'Further establish the East Herts Healthy Hub to promote access to health, social, wellbeing advice and support' and will be monitored using the same set of indicators	Cancelled	QC HH 238A, QC 238B, QC HH 238C, QC 238D & QC HH 238D
We will support our vulnerable residents	Manage the SLA with the Citizens Advice Service	Outcomes identified in 2021/22 SLA achieved, final quarterly report received. Reviewing the current approach to Citizens Advice SLA for 2022/23 in line with recommendations coming out of Service Reviews	Completed	
We will support our vulnerable residents	Provide support to hoarding cases	2021/2022 - Target Exceeded. 100% of hoarding and/or filthy and verminous related requests for service were responded to within target times. This equates to 0 requests for service missing their first responses since April 2021. 14 requests for service have been received since April 2021; this compares with 18 requests for service received on average, over the last three years, for the same period.	Completed	
We will support our vulnerable residents	Provide temporary accommodation to those in need	At the end of March 2022 the council was providing 37 households with temporary accommodation under statutory homeless duties	Completed	QC HH 151
We will support our vulnerable residents	Review CCTV provision and management arrangements	Discussions with town councils have been concluded with regards to the future provision and management arrangements of CCTV in the district. Town Councils have gone out to tender to review potential alternative CCTV providers. CCTV Partnership have been made aware of the decision to take this approach.	Completed	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will support our vulnerable residents	Support community safety	New priorities for 2022-23 have been drafted subject to confirmation by CSPB. Feelings of safety campaign launched in Feb giving greater insight in to ASB in East Herts.	Completed	QC HH 239A & QC HH 239B
We will support our vulnerable residents	Support the East Herts Dementia Friendly Action Group	CWP continue to lead the Dementia Friendly Action Group. Actions identified in the 2021/22 action plan have been completed and the application for dementia friendly status for EHC has been successful.	Completed	QC HH 240A & QC HH 240B
We will support our vulnerable residents	Undertake public burials	2021/2022 - Target Exceeded. 100% of public health burial requests were responded to within target times. This equates to 0 request(s) missing their first responses since April 2021. 20 requests for service have been received since April 2021; this compares with 5 request(s) for service received on average, over the last three years, for the same period.	Completed	QC HH 208
We will support our vulnerable residents	Continue to administer self-isolation grants	These have all been administered and the scheme has since ceased	Completed	
We will support our vulnerable residents	Ensure all new applications for Housing Benefit and/or Council Tax support are processed on average within 10 days	Further details on performance can be found in Appendix B	Completed	MC RB 181
We will support our vulnerable residents	Deal with nuisance and noise cases	2021-2022 - Below Target. 95% of noise and pollution related requests for service were responded to within target times. This equates to 53 requests for service missing their first responses since April 2021. 1002 requests for service have been received since April 2021; this compares with 1061 requests for service received on average, over the last three years, for the same period.	On-going action	
We will support our vulnerable residents	Identify community assets that are managed via a third party and investigate SLAs and appropriate policies are in place (eg. safeguarding)	To date, 9 community assets have been identified and we are currently examining what, if any, SLAs are in place	In Progress	
We will support our vulnerable residents	Inspection, licensing and regulation of HMOs	2021/2022 - Below Target. 32% of applications determined within the last twelve months have been determined within target times; this equates to 9 applications. 13 applications are still to be determined (6 of which have already exceeded target times). Over the last 12 months, 24 licences have been granted. On average, these applications have taken 7.6 months to determine	On-going action	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will support our vulnerable residents	Provide training and support for third parties who manage community centres to engage effectively with wider community, including vulnerable residents.	Officers plan to ask third parties what type of training they would like and then refer them to existing training being offered via CDA and CVS. Representatives from all centres are invited to attend East Herts Village Halls and Community Centres Consortium peer support meetings.	In Progress	
We will support our vulnerable residents	Support delivery of chatter tables	Buntingford Chatter table back up and running. Table while Theatre is closed. Ware has been replaced by three 'Local Social' sessions per week. Work on going to establish a new venue for Hertford after theatre closed. Sawbridgeworth and Bishop's Stortford currently on hold	In Progress	

### Encouraging Economic Growth Theme

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
Deliver the Transforming East Herts Programme	Grow revenues from trading companies	Herts Building Control continues to be viable. The CCTV company has made a slight profit in 21/22 however performance continues to be kept under review by Directors and Share hold Representatives	In Progress	
We will create viable places	Adopt a policy on viability and intervention on commercial schemes on new developments including BS South, BS North, Caxton Hill, NE of Ware	Action on hold pending changes to national planning legislation and consultation in 20/21 (particularly with regards to PDR). This will be reviewed in 2022/23 following release of the Levelling Up and Regeneration White Paper	Cancelled	
We will create viable places	Implement Article 4 Directions on designated employment sites	Conformation of Direction signed off 1/4/21 retrospectively to a start date of 2/1/21. This action was therefore completed in early 21/22 however the status of Article 4 directions will be reviewed following release of the Levelling Up and Regeneration White Paper.	Completed	
We will create viable places	Support Cityheart with progressing a planning application for the Old River Lane Site (including preparing the masterplan and an SPD) and cinema led arts centre	SPD Steering Group meetings took place over Autumn and Spring of 21/22. The SPD is due to go to Executive on 24 June.	Completed	
We will create viable places	Ensure housing development meets the needs of the district population	This work is ongoing in line with the policies and proposals set out in the District Plan and is managed as part of normal duties	Completed	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will develop new sources of income	Develop a new Asset Management Strategy	This action is in progress however will be captured within the East Herts Transformation work moving forwards	Cancelled	
We will develop new sources of income	Grow the East Herts Lottery	The 12 month forecast, as of 31.03.21 was £46,831, showing continued growth of the East Herts lottery every quarter.	Completed	AC HH 303, AC HH 304 & AC HH 305
We will develop new sources of income	Supporting the crowdfunding platform for community causes	Five campaigns have signed up through the platform with 2 successfully receiving a pledge of £2,000 so far.	Completed	
We will develop new sources of income	Develop financial Sustainability Group acquisitions/ investments	Financial Sustainability Committee, ceased as a committee in February 2021 following the changes to the Public Works Loan Boards change in policy on loans for revenue based projects. This prevented the Council buying investment properties.	Completed	
We will develop new sources of income	Deliver the Millstream Property Investment Ltd's Business plan	The Millstream Property Investment has been set up. The business plan included plans to acquire 10 individual properties. In response to Covid 19, the directors have decided to proceed with purchasing five properties, while keeping market conditions under review. To date, two of the five have been acquired, with an offer accepted on a third.	Completed	AC HH 200
We will ensure development is viable	Ensure Section 106 contributions are allocated in accordance with agreements	<p>The provisional Section 106 allocation figure for 2021/22 is £3,125,381.58</p> <p>The final total Section 106 allocation is currently being finalised with the Finance Team to include contributions transferred to Capital and utilised for East Herts projects and internal uses over 2021/22.</p> <p>The Infrastructure Funding Statement for 2021/22 will be published in December 2022 and will provide full details of each individual allocation and contribution use.</p>	Completed	AC CSP 217a & AC CSP 217b
We will ensure development is viable	Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire	Levelling Up White Paper released in February 2022. A Herts County Deal will be pursued through the Herts Growth Board governance arrangements as part of the devolution framework	Completed	
We will ensure development is viable	Complete construction of the multi-story car park on the Old River Lane site (72 week build)	Completion and opening planned 13 May	Completed	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will ensure development is viable	Agree masterplans on: the Gilston Area Villages 1-7; NE of Ware; East of Welwyn Garden City; significant windfall development sites through collaborative process with developers and Members	Work on the Strategic Landscape Masterplan for the Gilston Area and the Masterplan for Village 1 is underway in line with agreed planning and HIG milestones.	In Progress	
We will ensure development is viable	Deliver a fit for purpose planning service including provision of pre-application advice, determination of planning applications and approval of the strategic sites allocated in the District Plan in accordance with the housing trajectory	The Planning Service Review underway in line with the Council's Transformation Programme. An operational improvement programme has been agreed.	on-going action	MC PB 157A, MC PB 157B & MC PB 157C
We will ensure development is viable	Undertake planning enforcement activity where required in keeping with the district plan and NPPF	work continues, Council investigated over 300 enforcement cases in the year	on-going action	
We will support businesses and town centres with post Covid recovery	Find alternative accommodation for the BS Launchpad	Action on hold pending clarity on date needed to vacate Charrington's House	Cancelled	
We will support businesses and town centres with post Covid recovery	Undertake a pilot project with stakeholders on Hertford Town Centre to get a vision and strategy in place	Work led by People and Places has been concluded and results shared with Hertford Town Council and East Herts District Council	Cancelled	
We will support businesses and town centres with post Covid recovery	Continue to administer business grants including the Restart Grants and Additional Restriction (discretionary) grants	Work continued on this throughout 21/22. A total of 5216 businesses were awarded grants totalling over £45m	Completed	
We will support businesses and town centres with post Covid recovery	Deliver the Jobsmart employment support programme	374 referrals to Jobsmart over the year, of which 160 are confirmed as being supported back into work. Face to face services in BS have proved to be very popular, and a jobs fair which took place in March, alongside the Chamber and BS BID was very successful, generating more referrals. East Herts support for this programme has now ceased	Completed	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will support businesses and town centres with post Covid recovery	Implement grant scheme to support businesses taking up vacant retail, commercial and industrial premises	This was launched in the Autumn of 2021 and 51 businesses were awarded grant support to expand or open up new businesses in the district (total investment of almost £200k). This indicates a strong bounce back from Covid and we undertook a great deal of PR to raise awareness of support which was well received on social media. Our success in administering the scheme also led to North Herts Council inviting us to administer a similar scheme on their behalf	Completed	
We will support businesses and town centres with post Covid recovery	Provide a programme of business networking and support activities	Business support and networking had been significantly expanded due to funding from the Health Protection Board. East Herts has overseen a programme of over 30 events county-wide that have included a Sustainability conference, Diversity workshops, Mental wellbeing events, Jay Blades (from BBC Repair Shop) leadership event, Menopause awareness workshops and many other business support events, 1-2-1's and workshops.	Completed	
We will support businesses and town centres with post Covid recovery	Provision of advice and support around licensing function (alcohol, food, noise) and processing pavement licences to support town centres	Support continues with updates as and when necessary due to new guidance, etc.	Completed	
We will support businesses and town centres with post Covid recovery	Work in partnership to support recovery of town centres and deploy 'Welcome Back' funding	Final Claim submitted at end of April 2022.. £287,990 claimed of an eventual £301,590 allocation. All towns now have activity monitoring systems, Hertford and Ware have draft development plans and governance structures in the making and all towns and 7 villages have taken advantage of the funding to fund improvements in the fabric of the communities and equip themselves for events in the future.	Completed	
We will support businesses and town centres with post Covid recovery	Work in partnership with the LSCC (Innovation Corridor) and Central Zone Alliance to lobby for inward investment	Innovation core brochure has been produced	Completed	
We will support businesses and town centres with post Covid recovery	Work with Visit Herts to ensure local businesses and venues are supported	VH have continued their information and funding admin support for the hospitality industry. They have restarted face to face events and have undertaken various promotional campaigns following on from the easing of restrictions	Completed	AC CSP 14.3, AC CSP 14.4 & AC CSP 14.5

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will support businesses and town centres with post Covid recovery	Support the Better Business for All Partnership	We continue to be represented on the Steering Group.	Completed	
We will support businesses and town centres with post Covid recovery	Ensure all business rate reliefs are applied in a timely manner	Completed. £9.3m was awarded in business rate reliefs over 21/22 to 782 businesses	Completed	MC RB 10.4
We will support businesses and town centres with post Covid recovery	Deliver the 3 year ERDF Funded SME Competitiveness project focusing on expanding the Stortford and Ware Launchpads and supporting the bio-science, social enterprise and Airport MRO sectors	Launchpad 2 has expanded into the following sectors - Aerospace - Maintenance, Repairs & Operational support for Stansted Airport (MRO's) - Creative and Digital (Including TV and film) - Bioscience - Life Sciences - Manufacturing - Bio-tech (cell and gene therapies) - Modern methods of construction This has led to a significant uplift in engagement for the programme. There have been 25 business supported.	In Progress	AC CSP 210, AC CSP 211, AC CSP 212, AC CSP 13.1 & AC CSP 13.3
We will support town centres with post covid recovery	Provide support for local business representative organisations including Chambers of Commerce and the Bishop's Stortford BID	This support is ongoing	on-going action	

## Digital by Design Theme

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
Deliver the Transforming East Herts Programme	Implement a front of house offering at Hertford and Bishop's Stortford aimed at maximising self-service	Proposal is still to co-locate with BS Town Council however timescales are contingent upon the ORL development	Completed	MC CSP 10a, MC CSP 10b, MC CSP 10c, MC CSP 5.13a, MC CSP 5.13C & MC CSP 5.13D
Implement agile working across the organisation	Agree a business case for creating modern workspaces	Work is continuing to progress this action and progress / review of this action will be covered by 6 new transformation strands that will be monitored within our 22/23 corporate actions.	Cancelled	



Parent Title	Action Title	Latest Note	Status	Linked Pls Code
Implement agile working across the organisation	Agree an agile working policy with staff	A new blended working approach has been implemented and will be reviewed over time. Progress and review of these action will be covered by 6 new transformation strands that will be monitored within our 22/23 corporate actions	Completed	
Implement agile working across the organisation	Roll out MS Teams for all staff	MS Teams has been rolled out across both councils but with basic functionality including calls and messaging capabilities. The full Teams experience cannot be realised until we roll out Microsoft 365 which is going to be rolled out over the next 12-18 months in blocks so different services to assess success and iron out any issues found	Completed	
We will encourage greater use of the website and self-service for customers	Deliver an effective complaints and member query management system	This action has been completed with a separate module from our existing customer complaint module for members being added and implemented. Complaints will continue to be monitored into 22/23 and we continue to review the system we use in meeting our needs and financially viable	on-going action	QC CSP 5.1, QC CSP 5.2a, QC 5.2b, AC CSP 5.4 & QC CSP 5.6
We will encourage greater use of the website and self-service for customers	Maintain website accessibility (WCAG 2.1) standards	Our website has been independently tested and is partially compliant with said standards. Historical PDFs and external websites are the reason our website is not fully compliant. We are working through these (over 500) to rationalise where possible  Accessibility training has been carried out by an external supplier and offered to regular web editors. There are future plans for rolling out this training organisation wide to ensure that all pages and pdfs now being put on our site meets these basic standards.	on-going action	MC CSP 5.10C
We will improve the customer experience for those who use council services	Implement a central business support function	This will continue to be developed under a new Transforming East Herts strand that will be monitored and updates be provided on into 22/23	Cancelled	
We will improve the customer experience for those who use council services	Implement a new core digital platform	This will continue to be developed under a new Transforming East Herts strand that will be monitored and updates be provided on into 22/23	Cancelled	

Parent Title	Action Title	Latest Note	Status	Linked Pls Code
We will improve the customer experience for those who use council services	Develop and implement customer service standards/behaviours as part of core competency behavioural development	This action will be updated under the East Herts Together work stream	Completed	
We will improve the customer experience for those who use council services	Launch new Member case management system	The new system was launched on 29 June in conjunction with the portfolio holder for Corporate Services	Completed	QC CSP 5.6
We will work with partners to ensure our communities are digitally enabled	Ensure fibre to the premise (FTTP) is provided on all new developments	Ongoing as part of the planning application process for Gilston.	In Progress	
We will work with partners to ensure our communities are digitally enabled	Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital 'place'	Good progress continues to be made on the planning for the HGGT. Progress continues to be made on the planning applications currently submitted.	In Progress	
We will work with partners to ensure our communities are digitally enabled	Support the Digital Innovation Zone to lobby for investment in our towns and villages	Work continues through the CZA with the latest project of getting a common database for vacant commercial space and units across the area in place	In Progress	

### Theme: Sustainability

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>AC HH 228:</b> Number of e-chargers installed on council premises	13	13	Trend Only		<p><b>AC HH 228 Number of e-chargers installed on council premises</b></p>	There has not been any significant increases in electric charging points which has remained the same for a year and a half. There are plans for a significant increase later this year to around 60 across the District but further increases will likely be ad hoc and in waves rather than regular increases. Indicator will now be archived for 22/23

### Theme: Enabling Communities


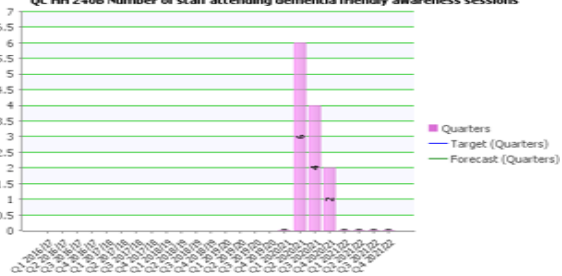
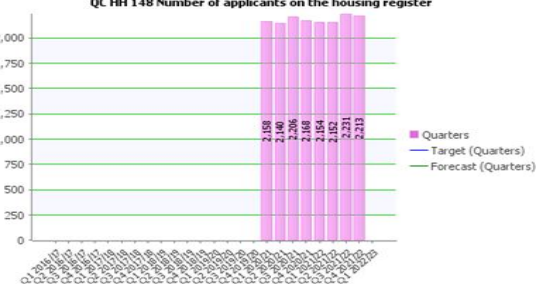
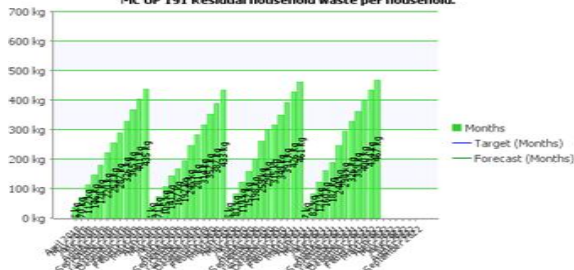

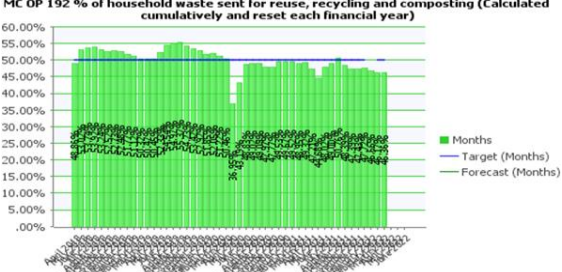
Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC HH 151:</b> Number of homeless households living in temporary accommodation at the end of the quarter	37	42	Trend Only		<p><b>QC HH 151 Number of homeless households living in temporary accommodation at the end of the quarter.</b></p>	At the end of March 2022 the council had 37 households in temporary accommodation under statutory homeless duties. 25 were accommodated in the council's hostel provision, 4 were in private sector leased accommodation and a further 8 were in B&B accommodation. A further 9 single person households were being provided with discretionary accommodation under the government & Sleeping and Protect and Vaccinate Initiatives .
<b>QC OP 2.4</b> % of fly tips removed completed within our 2 day SLA	100% (Quarter 3 2021/22)	100%	100%		<p><b>QC OP 2.4 % of fly tips removed completed within our 2 day SLA</b></p>	KPI continues to remain within targets. Regular campaigns on twitter highlighting fly tipping incidents hoping to raise awareness

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC RB 181:</b> Time taken to process Housing Benefit new claims and change events	7.15 days	9.4	10 days	↓	<p><b>MC RB 181 Time taken to process Housing Benefit new claims and change events.</b></p>	Figures are well within targets but are an increase on the same time the previous year
<b>MC RB 10.2:</b> Council tax collection, % of current year liability collected	97.10%	94.80%	98.60%	Cumulative over year	<p><b>MC RB 10.2 Council tax collection, % of current year liability collected.</b></p>	Figures match the same period last year at 97.1%, slightly below set targets
<b>QC CSP 5.12A:</b> Number of Twitter followers	11,733	11,587	Trend Only	↑	<p><b>QC CSP 5.12A Number of Twitter followers</b></p>	
<b>QC CSP 5.12B:</b> Number of LinkedIn followers	1,717	1,567	Trend Only	↑	<p><b>QC CSP 5.12B Number of LinkedIn followers</b></p>	Steady rise of around 100 a month over the past few quarters. We've seen follower numbers and engagement levels increase throughout the year across all channels, especially in Q3 and Q4 when the team was back to full strength and working towards a refreshed strategy. We're ensuring more positive news is posted and are encouraging conversations, on our own posts and with others. In general, we're adopting a fun/light-hearted approach through our social channels when it's appropriate to the message. The team has tested new digital marketing techniques with good results and engagement in local Facebook groups has proved a positive step, particularly when an initiative/message isn't affecting the whole district.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
Q CSP 5.12C: Number of Instagram followers	2,556	2,504	Trend Only	↑	<p>QC CSP 5.12C No of Instagram Followers</p>	
Q CSP 5.12D: Press favourability score	172	55	Trend Only	↑	<p>QC CSP 5.12D Press favourability score</p>	The last quarter brought a really positive scoring. This was due in part to an increased of proactive press releases including tree planting, grant allocations and the £150 Council Tax rebate
Q CSP 5.12E Number of Facebook likes and followers	6,080	5,731	Trend Only	↑	<p>QC CSP 5.12E Number of Facebook followers (facebook likes).</p>	Followers continue to rise
Q CSP 5.12F: Number of email subscribers to network	3,885	3,695	Trend Only	↑	<p>QC CSP 5.12F Number of email subscribers to network</p>	We've seen our best increase in subscriber numbers this year following the introduction of new content features and stylistic changes.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC HH 238A:</b> Number of unique clients supported through the EH Social Prescribing Service	27	55	Trend Only	↓	<p><b>QC HH 238A Number of unique clients supported through the Healthy Hub</b></p>	Social prescribing pathways continue to be supported through the Healthy Hub.
<b>QC HH 238B:</b> Number of unique clients engaging with healthy hub services	1	2	Trend Only	↓	<p><b>QC HH 238B Number of EH residents registering for Healthy Hubs</b></p>	Limited numbers of clients engaging directly with Healthy Hub services. Increases in numbers engaging with the Healthy Hub are expected in Q1 of 22/23 with the new delivery model now up and running
<b>QC HH 238C:</b> Number of EH residents attending Healthy Hub sessions	20 (Quarter 2 2021/22)	22	Trend Only	↓	<p><b>QC HH 238C Number of EH residents attending Healthy Hub sessions</b></p>	Since launching, one week prior to the pandemic, the Healthy Hub has evolved significantly and now operates in a different way to when it was first launched. Direct delivery of sessions has ceased due to low engagement. Instead, the Healthy Hub now funds (using Public Health funding) local community groups to delivery initiatives to EH residents. The first seven projects started in Q4 of 21/22. Data on engagement in these projects is expected in Q1 of 22/23
<b>QC HH 238D:</b> Number of Healthy Hub sessions run through the Healthy Hub (including Health Hub commissioned sessions)	0	0	Trend Only	→	<p><b>QC HH 238D Number of Healthy Hub sessions run through the Healthy Hub (including Health Hub commissioned sessions)</b></p>	As with Q3, Healthy Hubs has moved to a commissioning rather than direct delivery model

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC HH 238E:</b> Number of onward referrals through Healthy Hubs	1	2	Trend Only	↓	<p><b>QC HH 238E Number of onward referrals through Healthy Hubs</b></p>	Please see 238e for more details on engagement
<b>QC HH 239A</b> Unique number of cases raised by ASB	23	15	Trend Only	↑	<p><b>QC HH 239A Unique number of cases raised by ASB</b></p>	Online reporting now the most popular method of reporting. Post has become the least popular method with only one letter received.
<b>QC HH 239B:</b> Number of safeguarding referrals	29	22	Trend Only	↑	<p><b>QC HH 239B Number of safeguarding referrals</b></p>	Number of referrals received in 2021/22 is consistent with the previous year. 29 referrals received in total compared to the 30 referrals received in 2020/21. Q4 concerns raised included mental health, self-neglect and sexual abuse.
<b>QC HH 240A:</b> Number of new agencies signed up to the Dementia Friendly pledge	2	0	Trend Only	↑	<p><b>QC HH 240A Number of agencies trained/signed up to the Dementia Friendly pledge</b></p>	<p>This indicator will change from next quarter to 'Number of new agencies signed up to the Dementia Friendly pledge' to reflect that we no longer directly deliver. □</p> <p>Community Wellbeing team continue to lead the development of Dementia work. The network continues to grow and the council has been awarded Dementia Friendly status for the third consecutive year.</p>

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC HH 240B:</b> Number of staff attending dementia friendly awareness sessions	0	0	Trend Only		<b>QC HH 240B Number of staff attending dementia friendly awareness sessions</b> 	Currently no staff signing up to dementia awareness session but sessions have been provided to a range of partner organisations resulting in an additional 36 Dementia Friends in East Herts. Indicator will be archived for 22/23
<b>QC HH 148:</b> Number of applicants on the housing register	2,213	2,231	Trend Only	Trend Only	<b>QC HH 148 Number of applicants on the housing register</b> 	At the end of March 2022 there were 2,213 households on the East Herts Housing Register . The breakdown of accommodation required was: 1 bedroom - 1,071 households, 2 bedrooms 668 households, 3 bedrooms 381 households and 93 households required 4 bedroom accommodation. The demand both in numbers and proportionally has increased this year for 3 and 4 bedroom homes which is compounded by the availability of larger homes for re-let particularly 4 bedroom.
<b>QC OP 191:</b> Residual household waste per household	467kg	434kg	Trend only	Cumulative over year	<b>MC OP 191 Residual household waste per household.</b> 	March 21 estimated data, awaiting data confirmation from County. This represents 6kg a year more per household and is likely as a result of covid meaning people spend more time at home and the garden waste charges that were introduced last year meaning more garden waste has been put into waste as not all households took up the option.
<b>QC OP 192:</b> % of household waste sent for reuse, recycling and composting	46.16%	47.72%	50%		<b>MC OP 192 % of household waste sent for reuse, recycling and composting (Calculated cumulatively and reset each financial year)</b> 	March 21 estimated data, awaiting data confirmation from County. This reduction in recycling rates (49.32% last March) is due in part to reasons set out in the above 191 indicator



Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC OP 2.2:</b> % of collections emptied on the scheduled day.	99.92%	99.94%	Trend only	↑	<p>QC OP 2.2 % of collections emptied on the scheduled day.</p>	% collections emptied on scheduled day has fallen slightly under set target for quarter 4 and is a reflection of national issues such as shortage of drivers and covid.
<b>QC HH 184</b> % of food premises in the area which are broadly compliant with food hygiene law	n/a	n/a	85%	n/a	<p>QC HH 184 % of food premises in the area which are broadly compliant with food hygiene law</p>	The FSA have launched a recovery plan that we are working to following COVID hence these are not currently being measured.
<b>QC HH 208</b> Number of public burials undertaken	20	15	Trend Only	↑	<p>QC HH 208 Number of public burials undertaken</p>	2021/22 - Target Exceeded. 100% of public health burial requests were responded to within target times. This equates to 0 request(s) missing their first responses since April 2021. 20 requests for service have been received since April 2021; this compares with 5 request(s) for service received on average, over the last three years, for the same period.
<b>MC OP 300</b> Inspector's grading of Urbaser street cleaning - % of Contract Officer street inspections graded B or above	94%	94%	100%	↓	<p>MC OP 300 Inspector's grading of Urbaser street cleaning - % of Contract Officer street inspections graded B or above</p>	This indicator has failed to reach set targets for the last 3 months and is being closely being monitored by the contractor and the council . The council continues to promote social media campaigns around litter reduction and to highlight problem areas and the work we are doing. The indicator is under review with a view to considering how we measure as it is difficult to benchmark against another council given the methodology for recording

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>AC PB 218a:</b> Total number of new dwellings delivered per year	994 (2020/21)	n/a	994 (2020-21)	n/a	<p>AC PB 218a Total number of new dwellings delivered per year</p>	Figures for 2021/22 will be available in July 2022.
<b>AC PB 218b:</b> Total number of new affordable homes delivered per year	326 (2020/21)	n/a	326 (2020-21)	n/a	<p>AC PB 218b Total number of new affordable homes delivered per year</p>	Figures for 2021/22 will be available in July 2022.

#### Theme: Encouraging Economic Growth

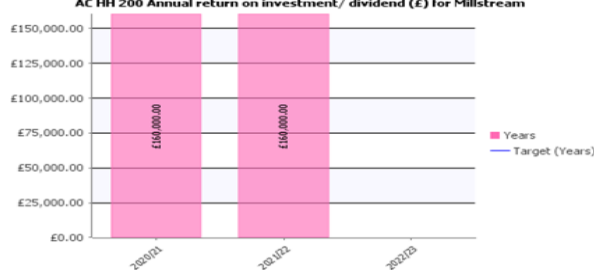



Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC CSP 111</b> Vacancy Rates in Town Centres	8.55%	8.55%	Trend Only		<p>QC CSP 111 Vacancy Rates in Town Centres</p>	Again a very slight rise, offset by a reduction in the non-town centre commercial vacancies. Overall vacancy trend pan-district downwards.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC CSP 13.1</b> Total number of businesses using the Launchpad facility	61	55	Trend Only	↑	<p><b>MC CSP 13.1 Total number of businesses using the Launchpad facility</b></p>	Recovering well from COVID. More space has been opened up and this represents the highest number of businesses using the facility since launched
<b>MC CSP 13.3</b> Total income from businesses using the Launchpad facility	£111,538	£98,160	Trend Only	Cumulative over year	<p><b>MC CSP 13.3 Total income from businesses using the Launchpad facility</b></p>	Record income from Launchpad for the year, recovering well after COVID
<b>MC RB 10.4:</b> NNDR (Business rates) collection, % of current year liability collected	97.00%	94.10%	97.50%	Cumulative over year	<p><b>MC RB 10.4 NNDR (Business rates) collection, % of current year liability collected.</b></p>	Business rates collection sits at 97%, 0.5% below set targets but
<b>MC PB 157A:</b> % Processing of planning applications dealt with in timely manner - Major applications (Major under 13 weeks)	57.00%	100.00%	60.00%	↓	<p><b>MC PB 157A % Processing of planning applications dealt with in timely manner - Major applications (Majors under 13 weeks)</b></p>	4 of 7 applications were met within timescales which means we have marginally missed our target for this month. Whilst this is below target the average for the year and Quarter are still within target.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC PB 157B:</b> % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks)	77.00%	61.00%	80.00%	↑	<b>MC PB 157B % Processing of planning applications dealt with in timely manner- Minor applications (Minors under 8 weeks).</b> 	20 of 26 applications were met within timescales which means we have marginally missed our target for this month. Whilst this is below target the average for the year (67%) is slightly above National targets
<b>MC PB 157C:</b> % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).	85.00%	69.00%	90.00%	↑	<b>MC PB 157C % Processing of planning applications dealt with in timely manner- Other applications (Others under 8 weeks).</b> 	122 of 144 applications were met within timescales which means we have marginally missed our target for this month. Across the year, this sits slightly below national targets of 80%, at 79.3%
<b>QC HH 155</b> Number of affordable homes delivered and advertised through housing associations	173	141	Cumulative over year	↑	<b>QC HH 155 Number of affordable homes delivered and advertised through housing associations</b> 	To the end of March 2022 a total of 173 new affordable homes (132/76% affordable rented homes and 41/24% shared ownership) were completed and advertised through the council's Choice Based Lettings Service or Home Buy Agent. All of the properties were developed as part of Section 106 planning obligations

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History																						
AC CSP 14.3 Total value of visitor economy to East Herts	£151,000,000 (Based on 2020 results)	292,922,000	Trend Only	<div>↓</div>	<div>AC CSP 14.3 Total value of visitor economy to East Herts</div> <table><thead><tr><th>Year</th><th>Value (£)</th></tr></thead><tbody><tr><td>2012/13</td><td>£252,560,000.00</td></tr><tr><td>2013/14</td><td>£252,560,000.00</td></tr><tr><td>2014/15</td><td>£252,560,000.00</td></tr><tr><td>2015/16</td><td>£252,560,000.00</td></tr><tr><td>2016/17</td><td>£252,560,000.00</td></tr><tr><td>2017/18</td><td>£252,560,000.00</td></tr><tr><td>2018/19</td><td>£252,560,000.00</td></tr><tr><td>2019/20</td><td>£252,560,000.00</td></tr><tr><td>2020/21</td><td>£151,000,000.00</td></tr><tr><td>2021/22</td><td>£151,000,000.00</td></tr></tbody></table>	Year	Value (£)	2012/13	£252,560,000.00	2013/14	£252,560,000.00	2014/15	£252,560,000.00	2015/16	£252,560,000.00	2016/17	£252,560,000.00	2017/18	£252,560,000.00	2018/19	£252,560,000.00	2019/20	£252,560,000.00	2020/21	£151,000,000.00	2021/22	£151,000,000.00	<p>This report reflects data from 2020: As with every where else, East Herts tourism and hospitality was hit by the lack of overseas visitors and overnight stays during the pandemic. Volumes and spend overall were down 45 and 65% respectively, although we lost nearer 20% of jobs and fared better than other districts who were more reliant on business travel.</p>
Year	Value (£)																											
2012/13	£252,560,000.00																											
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AC CSP 14.4 Total number of day trips and overnight trips to district	2,500,000 (Based on 2020 results)	4,482,000	Trend Only	<div>↓</div>	<div>AC CSP 14.4 Total number of day trips and overnight trips to district</div> <table><thead><tr><th>Year</th><th>Trips</th></tr></thead><tbody><tr><td>2012/13</td><td>1,296,000</td></tr><tr><td>2013/14</td><td>1,371,000</td></tr><tr><td>2014/15</td><td>1,371,000</td></tr><tr><td>2015/16</td><td>1,371,000</td></tr><tr><td>2016/17</td><td>1,371,000</td></tr><tr><td>2017/18</td><td>1,371,000</td></tr><tr><td>2018/19</td><td>4,482,000</td></tr><tr><td>2019/20</td><td>4,482,000</td></tr><tr><td>2020/21</td><td>2,500,000</td></tr><tr><td>2021/22</td><td>2,500,000</td></tr></tbody></table>	Year	Trips	2012/13	1,296,000	2013/14	1,371,000	2014/15	1,371,000	2015/16	1,371,000	2016/17	1,371,000	2017/18	1,371,000	2018/19	4,482,000	2019/20	4,482,000	2020/21	2,500,000	2021/22	2,500,000	<p>This report reflects data from 2020: 2.5 million trips undertaken in the area broken down into;</p> <ul style="list-style-type: none"><li>o 2.4 million day trips</li><li>o 0.1 million overnight trips, resulting in 0.8 million nights spent in the area</li></ul>
Year	Trips																											
2012/13	1,296,000																											
2013/14	1,371,000																											
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AC CSP 14.5 Total number of jobs in district attributed to visitor economy	4,391 (Based on 2020 results)	5,497	Trend Only	<div>↓</div>	<div>AC CSP 14.5 Total number of jobs in district attributed to visitor economy</div> <table><thead><tr><th>Year</th><th>Jobs</th></tr></thead><tbody><tr><td>2012/13</td><td>4,391</td></tr><tr><td>2013/14</td><td>4,391</td></tr><tr><td>2014/15</td><td>4,391</td></tr><tr><td>2015/16</td><td>4,391</td></tr><tr><td>2016/17</td><td>4,391</td></tr><tr><td>2017/18</td><td>4,391</td></tr><tr><td>2018/19</td><td>5,497</td></tr><tr><td>2019/20</td><td>5,497</td></tr><tr><td>2020/21</td><td>4,391</td></tr><tr><td>2021/22</td><td>4,391</td></tr></tbody></table>	Year	Jobs	2012/13	4,391	2013/14	4,391	2014/15	4,391	2015/16	4,391	2016/17	4,391	2017/18	4,391	2018/19	5,497	2019/20	5,497	2020/21	4,391	2021/22	4,391	<p>This report reflects data from 2020: 4,391 jobs supported the following. These figures don't appear to be too much of a decrease probably due to the furlough scheme</p> <ul style="list-style-type: none"><li>o 3,599 tourism jobs directly supported</li><li>o 793 non-tourism related jobs supported by the visitor economy</li></ul>
Year	Jobs																											
2012/13	4,391																											
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2021/22	4,391																											
AC CSP 210: Number of businesses supported through Launchpad 2	25	N/A (New Indicator )	Trend Only	n/a	<div>AC CSP 210 Number of businesses supported through Launchpad 2</div> <table><thead><tr><th>Year</th><th>Businesses</th></tr></thead><tbody><tr><td>2021/22</td><td>25</td></tr><tr><td>2022/23</td><td>25</td></tr><tr><td>2023/24</td><td>25</td></tr></tbody></table>	Year	Businesses	2021/22	25	2022/23	25	2023/24	25	<p>Updated from 'Number of businesses supported across bio-science, social enterprise and Airport MRO sectors'. This is the first year of collection so we will be in a better place the following year to provide context in results</p>														
Year	Businesses																											
2021/22	25																											
2022/23	25																											
2023/24	25																											

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>AC CSP 211</b> Number of businesses receiving financial support through Launchpad 2	11	N/A (New Indicator )	Trend Only	n/a		Updated from 'Number of businesses receiving financial support across bio-science, social enterprise and Airport MRO sectors'. This is the first year of collection so we will be in a better place the following year to provide context in results
<b>AC CSP 212</b> Number of businesses receiving non-financial support through Launchpad 2	14	N/A (New Indicator )	Trend Only	n/a		This support was broken down into; 2 businesses who had 12 hours support and 12 businesses who each had 3 hours diagnostic support. Updated from 'Number of businesses receiving non-financial support across bio-science, social enterprise and Airport MRO sectors'. This is the first year of collection so we will be in a better place the following year to provide context in results
<b>AC CSP 217a</b> Amount of section 106 contributions awarded (£)	£2,668,065.92	£1,518,285.73	Trend Only	↑		Payment was triggered from seventeen (17) individual Section 106 Agreements in 2021/22, resulting in receipt of £2,668,065.92 in financial contributions. (This figure includes the indexation added on to the original contribution amount).  Further detailed information on Section 106 receipts and allocations for the financial year 2021/22 will be published in the Infrastructure Funding Statement in December 2022.
<b>AC CSP 217b</b> Amount of Section 106 contributions allocated (£)	£3,125,381.58	£715,242.95	Trend Only	↑		The provisional Section 106 allocation figure for 2021/22 is £3,125,381.58  The final total Section 106 allocation is currently being finalised with the Finance Team to include contributions transferred to Capital and utilised for East Herts projects and internal uses over 2021/22.  The Infrastructure Funding Statement for 2021/22 will be published in December 2022 and will provide full details of each individual allocation and contribution use.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>AC HH 200</b> Annual return on investment/ dividend (£) for Millstream	£160,000	£160,000	Trend Only		<p><b>AC HH 200 Annual return on investment/ dividend (£) for Millstream</b></p> 	£160,000 return to East Herts Council achieved in 2021/22
<b>AC HH 303</b> Number of subscribers to East Herts Lottery	769	753	Trend Only		<p><b>AC HH 303 Number of subscribers to East Herts Lottery</b></p> 	Small Increase year on year
<b>AC HH 304</b> Number of groups signed up to take part in East Herts Lottery	143	106	Trend Only		<p><b>AC HH 304 Number of groups signed up to take part in East Herts Lottery</b></p> 	Small Increase year on year
<b>AC HH 305</b> Amount awarded in grants (£) towards community organisations and individuals	£62,579	107,560	Trend Only		<p><b>AC HH 305 Amount awarded in grants (£) towards community organisations and individuals</b></p> 	Updated from 'Amount awarded in grants (£) from East Herts Lottery'. □ Funding round oversubscribed. All applications assessed and funding allocated.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>AC HH 306:</b> Number of groups signed up to take part in crowdfunding platform	0	5	Trend Only	↓	<p><b>AC HH 306 Number of groups signed up to take part in crowdfunding platform</b></p>	Crowdfunding pilot now on hold due to lack of groups signing up. We are continuing to discuss options with Crowdfunder to establish how viable this project is moving forward. Indicator will now be archived for 22/23
<b>AC HH 307:</b> Amount awarded (£) in supporting the crowdfunding platform	£2,000	£4,000	Trend Only	↓	<p><b>AC HH 307 Amount awarded (£) in supporting the crowdfunding platform</b></p>	A further £2,000 was committed in 2021/22. The project is now on hold due to a lack on sign up from community groups. Indicator will now be archived for 22/23


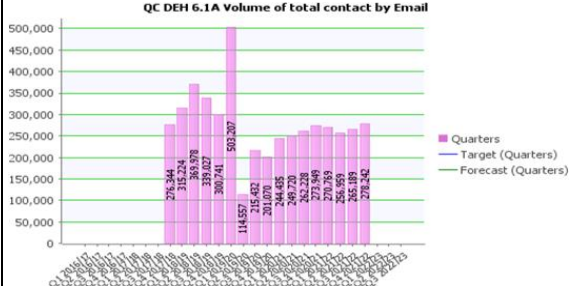

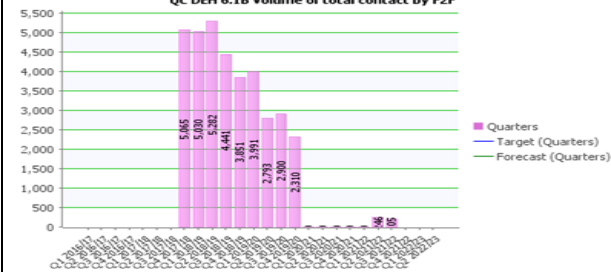

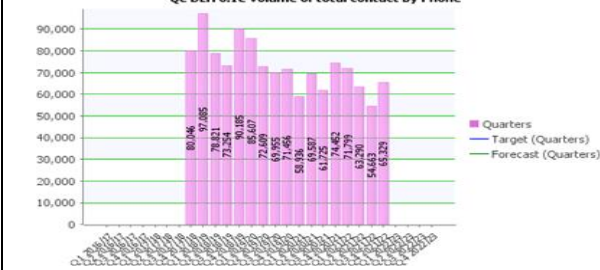

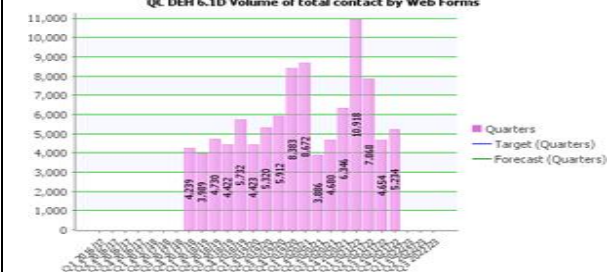
## Theme: Digital by Design

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC CSP 10A:</b> % of households that have signed up to Council Tax Self Serve	22.12%	21.21%	Trend Only	↑	<p><b>MC CSP 10a % of households that have signed up to Council Tax Self Serve</b></p>	14,393 households are now signed up to Council Tax self serve, an addition of 607 households from the previous month.



Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC CSP 10B:</b> % of Businesses that have registered to self-service (business rates)	6.23%	6.05%	Trend Only	↑		Figures continue to grow but at a smaller rate than households
<b>MC CSP 10C:</b> Number of Landlords that have signed up to self-service	71	71	N/A	↑		This figure has remained static for the past two quarters
<b>MC CSP 5.13A:</b> % Good Satisfaction (GovMetric) - Face to Face	N/A	N/A	80%	N/A		Latest statistics not recorded due to small numbers of customers coming into offices for face to face appointments
<b>MC CSP 5.13C:</b> % Good Satisfaction (GovMetric) - Website	11.00%	26.00%	50%	↓		Comments and feedback shows a series of poor ratings and negative comments around bin collection pages in Q4. The majority are reflective of the disruption in service and not website issues. The web team are now notified of negative feedback in real-time so, where web issues are highlighted, they can be addressed swiftly. In addition a quarterly report is sent to members of leadership so they are made aware of feedback given in their service area. Comparing 21/22 to 20/21 in full, the negative rating has remained broadly consistent (42.7% vs 42.1%) as have the positive/neutral indicators (57.2% vs 57.8%).

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC CSP 5.13D</b> % Good Satisfaction (GovMetric) - Email	50.00%	62.00%	80.00%	↓		The drop in stats has coincided with a reduction in staff across customer services and a significant increase in emails to deal with "per head" across the team. Feedback is generally less favourable towards queries in relation to waste services, having also encountered a number of severe resourcing challenges in recent months which has led to service disruption
<b>MC CSP 5.10C</b> East Herts website accessibility score	75.00%	73%	Trend only	↑		<p>Webcurl have been working on back end development to improve our accessibility score. Seeing gradual improvement.</p> <p>Content = 81, User Experience = 86, Marketing = 87</p>
<b>QC 1A - C</b> Proportion of Contacts by Channel (into Customer Service)	(Quarter 3) F2F: 1.31% Email/ Webform: 38.88% Phone: 59.81%	F2F: 1.29% Email/ Webform: 44.67% Phone: 54.04%	Trend only	Trend only		Currently experiencing resourcing challenges so Q4 data is not currently available. Offices are now open one days a week which has brought a small number of visitors. Phone calls have risen by over 5% over this quarter

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>QC DEH 6.1A</b> Volume of total contact by Email	278,242	265,189	Trend Only			There were 334,786 emails into all council inboxes with 56,544 emails identified as junk. This leaves a total of 278,242 broken down into 239,831 into @eastherts.gov.uk and 38,411 into @hertspartnership. 31,000 of these emails went to customer services
<b>QC DEH 6.1B</b> Volume of total contact by F2F	205 (Quarter 3 21/22)	246	Trend Only			205 reception visits recorded - we know however the real figure is more than this as some of the data for November/December was lost due to a technical error
<b>QC DEH 6.1C</b> Volume of total contact by Phone	65,329	54,663	Trend Only			Provisional CSA figures are as follows. Broken down into Jan - 18,879, Feb - 17,930 and March - 28,520
<b>QC DEH 6.1D</b> Volume of total contact by Web Forms	5,234	4,654	Trend Only			There was approx. 5,234 web form submissions during Q4. The current method of collection is labour intensive as there is no filter functionality to search between date periods. This has been raised with developer

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
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## Theme: Supporting All

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC DL 5.15</b> % of FOI cases closed in month that were closed within 20 working days or less	96.70%	100%	90%	↓	<p>MC DL 5.15 % of FOI cases closed in month that were closed within 20 working days or less</p>	Monthly result continues to fall within set targets and has remained within set targets every month in 21/22 with only small fluctuations
<b>MC HR 12A</b> Number of short-term sickness absence days per FTE staff in post	0.44 days	0.21	0.33 Days	↑	<p>MC HR 12A Number of short-term sickness absence days per FTE staff in post</p>	<p>S/T absence for the year so far = 3.79 (end of year target = 4)</p> <p>Over target this month due to high numbers of Covid cases &amp; a few cases of sickness absences resulting in high numbers of days absent but not going into the long term sickness category.</p>
<b>MC HR 12B</b> Number of long-term sickness absence days per FTE staff in post	0 days	0.03 days	0.17 days	↓	<p>MC HR 12B Number of long-term sickness absence days per FTE staff in post</p>	L/T absence for the year so far = 2.36 (end of year target = 2)

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
<b>MC HR 12C</b> Total number of sickness absence days per FTE staff in post	0.44 days	0.24 days	0.50 days	↑		Total sickness for the year so far = 6.15 (end of year target = 6)
<b>QC CSP 5.1:</b> % of complaints resolved in 14 days (10 working days) or less (based on stage 1 complaints)	54.00%	42.00%	70.00%	↑		39 complaints were dealt with in Q4. Of these, 19 took longer than 10 days to deal with. 29 of the 39 complaints related to Operations, 16 of which were about missed bins or bin replacements. 7 of the 39 complaints related to Planning. Across the year, there were 173 formal complaints, an increase on the previous year (162)
<b>QC CSP 5.2A:</b> % of complaints about the Council and its services that are upheld: 1st stage	67.00%	48.00%	30.00%	↑		26 out of the 39 complaints were deemed to be upheld or partially upheld (meaning we have accepted some fault). The majority of these relate to missed bin collections or street cleaning/ litter clearance where staff shortages at the contractor and sickness levels due to Covid have impacted upon the service.
<b>QC CSP 5.2B:</b> % of complaints about the Council and its services that are upheld: 2nd stage - appeal	34.00%	62.00%	25%	↓		12 Stage 2 complaints were dealt with in Q4. Of these, 4 were deemed to be upheld or partially upheld, 3 of which related to Operations and bin collection services.

Performance Indicator	Latest performance value	Previous reporting period	Performance target	Increase / Decrease from last period	Performance Data Trend	Notes & History
QC CSP 5.6 % of member enquiries responded to within 10 working days	83.91%	83.80%	80%	↑	<p>QC CSP 5.6 % of member enquiries responded to within 10 working days</p>	out of 143 enquiries - 12 were over 10 day period
AC CSP 5.4 % of complaints to the Local Government Ombudsman that are upheld	21%	15%	0%	↑	<p>AC CSP 5.4 % of complaints to the Local Government Ombudsman that are upheld (MINIMISING INDICATOR)</p>	14 complaints were referred to the Ombudsman over 2021 /22. Of these, 9 were not investigated (meaning the Ombudsman was unlikely to fund injustice or maladministration). Of the 5 investigated, 3 were partially upheld. In 2 the Council was found to be not at fault.

#### KEY

PI Status	
Performance is 6% or more off target	
Performance is less than 6% or more off target	
Performance is on target or exceeding target	
No target to set performance against	Trend Only
Latest Monthly/Q4/Annual data unavailable	
Movement since last period	
Value is higher than previous period & this is positive movement	↑
Value is higher than previous period but this is negative movement	↑
Value is lower than previous period but this is positive movement	↓
Value is lower than previous period & this is negative movement	↓
Value is the same as previous period	
N/A -Cumulative so will always be above previous period	n/a



## East Herts Council

### Overview and Scrutiny Committee

**Date of Meeting:** 21 June 2020

**Report by:** James Ellis, Head of Legal and Democratic Services

**Report title:** Regulation of Investigatory Powers Act (RIPA) Policy Annual Review

**Ward(s) affected:** All

### Summary

#### RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY:

- (A) The Committee considers the content of the report and provides any observations to the Head of Legal and Democratic Services.**
- (B) The revised Regulation of Investigatory Powers Act (RIPA) Policy be recommended for adoption by the Executive.**

#### **1.0 Proposal(s)**

- 1.1 This Report updates on the Council's current use of RIPA and reports on the annual policy review.

#### **2.0 Background**

- 2.1 The Council is required to have suitable arrangements and an up to date RIPA Policy in place. The current policy was last approved by Executive on 7 July 2020<sup>1</sup> (updated together with the Social Media in Investigations Policy).

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<sup>1</sup> <http://democracy.eastherts.gov.uk/ieListDocuments.aspx?CId=119&MId=3752&Ver=4&J=3>

- 2.2 A minor change to the policy is required in line with paragraphs 2.4 to 2.7 below, however the current policy remains fit for purpose in all other regards.
- 2.3 There have been no new RIPA authorisations since the last report to this Committee on 8 June 2021<sup>2</sup>.

### **General Update**

- 2.4 The [Covert Human Intelligence Sources \(Criminal Conduct\) Act 2021](#)(CHIS(CC)A) received Royal Assent on 1 March 2021 and went live for the police on 15 September 2021
- 2.5 CHIS(CC)A amends the Regulation of Investigatory Powers Act 2000 and provides an express power to authorise a CHIS to participate in conduct which would otherwise constitute a criminal offence. This power is known as a Criminal Conduct Authorisation (CCA).
- 2.6 It is important to note that local authorities have *not* been given these powers and the information is merely included in the updated policy (at paragraph 5.4) for the avoidance of doubt should the matter come up at a future point.
- 2.7 The public authorities able to authorise the use of a CHIS are the intelligence agencies, police, HMRC, HM Forces, the SFO, the Environment Agency, the FCA, the Food Standards Agency, the Gambling Commission, the Home Office, the Ministry of Justice, the Department of Health and Social Care, the National Crime Agency and the Competition and Market Authority.

### **3.0 Reason(s)**

- 3.1 Whilst the Council does not actively make use of its RIPA

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<sup>2</sup> <http://democracy.eastherts.gov.uk/ieListDocuments.aspx?CId=515&MId=3913&Ver=4&J=4>



powers, it is important that RIPA, the policy and its usage, or otherwise, are kept at the forefront of Members' minds.

#### **4.0 Options**

- 4.1 To not annually review the policy, this is NOT RECOMMENDED as to do so would inevitably lead to the policy eventually becoming out of date and place the Council in a position where it was not meeting its legal obligations.

#### **5.0 Risks**

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

#### **6.0 Implications/Consultations**

- 6.1 Not regularly reporting on the Council's use of RIPA would risk it slipping out of the consciousness of Members.

#### **Community Safety**

Yes – Allows the Council to legal make use of investigatory practices governed by RIPA, which could be utilised to protect communities from illegal activities.

#### **Data Protection**

No

#### **Equalities**

Yes – No RIPA investigations have been conducted by the council and so there is no data against which to assess the potential equalities aspects of RIPA use. If the council sought to use RIPA powers at some point, the equalities aspects would be considered at that time. The risk of having a policy that is not fit-for-purpose could lead to

unintended equalities issues or risk of the perception of this.

### **Environmental Sustainability**

No

### **Financial**

No

### **Health and Safety**

No

### **Human Resources**

No

### **Human Rights**

Yes – The use of powers under RIPA directly affects a person's right to respect for private and family life under Art 8 of the Human Rights Act. It is imperative that RIPA is utilised correctly so as to make legal those potential intrusions.

### **Legal**

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

### **Specific Wards**

No

## **7.0 Background papers, appendices and other relevant material**

### **7.1 Appendix A – Updated report with track changes.**

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## Appendix

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# East Herts District Council

## Regulation of Investigatory Powers Act 2000

### Policy

#### Document Control

Organisation	East Hertfordshire District Council
Title	Regulation of Investigatory Powers Act 2000 Policy
Author – name and title	James Ellis, Head of Legal & Democratic Services
Owner – name and title	James Ellis, Head of Legal & Democratic Services
Date	June 2022
Approvals	Executive
Version	1.1
Next Review Date	June 2023

## East Herts Council

### Regulation of Investigatory Powers Act 2000 Policy

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## 1. Introduction

### 1.1. Summary

The Regulation of Investigatory Powers Act 2000 ("RIPA") came into force on 25 September 2000 and sought to regulate covert investigation practices undertaken by a number of bodies, including local authorities.

This Policy is the framework on which East Herts Council ("the Council") applies the provisions of RIPA as it relates to covert surveillance. It must be read in conjunction with the statutory codes of practice issued by the Secretary of State and any additional guidance provided by the Investigatory Powers Commissioner's Office (the "IPCO") (formerly the Office of Surveillance Commissioners – OSC) and individual Services to deal with the specific issues of their service.

## **1.2. Background**

The Human Rights Act 1998 requires the Council to have respect for the private and family life of citizens. However in rare cases, it may be lawful, necessary and proportionate for the Council to act covertly in ways that may interfere with an individual's rights.

The rights conferred by Article 8 of the Human Rights Act are not absolute rights, but qualified right, meaning that it is still possible for a public authority to interfere with those rights provided the following criteria are satisfied;

- (a) It is done in accordance with the law
- (b) It is necessary (as defined in this document); and
- (c) It is proportionate (as defined in this document).

RIPA provides a statutory mechanism for authorising certain types of surveillance. It seeks to ensure that any interference with an individual's right under Article 8 is necessary and proportionate. In doing so, RIPA seeks to ensure both the public interest and the human rights of individuals are suitably balanced.

It is possible that unauthorised surveillance will be a breach of a person's right to privacy under Article 8. Even if surveillance without due authorisation in a particular instance is not illegal, if authorisation is not obtained, the surveillance carried out will not have the protection that RIPA affords.

If the correct procedures are not followed;



- evidence may be disallowed by the courts,
- a complaint of maladministration could be made to the Ombudsman, and/or
- the Council could be ordered to pay compensation

It is therefore essential that this document, along with any further guidance that may be issued from time to time by the Head of Legal and Democratic Services, always be complied with.

### **1.3. Policy Review**

RIPA and this document are essential for the effective, efficient and legal operation of the Council's covert surveillance activity. This document will, therefore be kept under annual review by the Head of Legal and Democratic Services.

Authorising Officers, as defined below, must bring any suggestions for the continuous improvement of this document to the attention of the Head of Legal and Democratic Services, at the earliest possible opportunity.

### **1.4. Scope**

RIPA does not;

- Make unlawful anything that is otherwise lawful
- Impose any new statutory duties, or
- Prejudice or disapply any existing powers available to the Council to obtain information by any means not involving conduct that is governed by RIPA. (For example it does not affect the Council's current powers to obtain information from the DVLA or the Land Registry).

If RIPA procedures are followed correctly the conduct of an investigation will be deemed lawful for all purposes (section 27 RIPA). This protection extends to criminal and civil proceedings, Employment Tribunal hearings and a complaint to either the Local Government Ombudsman or the Investigatory Powers Tribunal. It therefore provides protection both for the Council and any officer who may have been involved in an investigation.

It should also be noted that the requirements of RIPA, and this policy, extends to external agencies working on behalf of the Council. Where such agencies are carrying out the Authority's statutory functions, the Authority remains liable for compliance with its duties. It is essential that all external agencies comply with the regulations, as they are contractually obliged to do so.

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

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

- The use of Directed Surveillance
- The Use of Covert Human Intelligence Sources
- The Acquisition and Disclosure of Communications Data

## **2. Definition of Surveillance**

"Surveillance" includes:

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

Surveillance can be either overt or covert.

### **2.1. Overt Surveillance**

The overwhelming majority of surveillance undertaken by the Council will be done overtly, meaning there will be nothing secretive or hidden about the way it is conducted. In many cases officers will be going about Council business openly (e.g. a routine inspection by an Environmental Health Officer) or will have notified the subject of the investigation that

they are likely to be under surveillance (e.g. where a noisemaker is warned (preferably in writing) that noise will be recorded if it continues.)

Overt surveillance does not require any authorisation under RIPA. Neither does low-level surveillance consisting of general observations in the course of law enforcement (for example, an officer visiting a site to check whether a criminal offence had been committed). Repeated visits may amount to systematic surveillance however, and require authorisation: if in doubt, advice should be sought from the Head of Legal and Democratic Service or the Senior Responsible Officer

Use of body worn cameras should also be overt. Badges should be worn by officers stating body cameras are in use and it should be announced verbally that recording is taking place. In addition, cameras should only be switched on when recording is necessary e.g. when issuing parking tickets.

## **2.2. Covert Surveillance**

Covert surveillance is any surveillance that is carried out in a manner calculated to ensure that the persons subject to the surveillance are unaware that it is or may be taking place.

It should be noted that if the same outcome can be achieved by overt means then those means need to be fully explored in the first instance. Covert surveillance must only be undertaken when there is no less invasive way of achieving the outcome.

## **3. Directed and Intrusive Surveillance**

### **3.1. Directed Surveillance**

Directed surveillance is surveillance which is covert, but not intrusive, and undertaken:

- a) for the purposes of a specific investigation or specific operation;
- b) in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation); and
- c) otherwise than by way of an immediate response to events or circumstances the nature of which is such that it would not be

reasonably practicable for an authorisation under RIPA to be sought for the carrying out of the surveillance.

### 3.2. Intrusive Surveillance

Currently, local authorities are **not** authorised to carry out intrusive surveillance.

Surveillance becomes intrusive if the covert surveillance:

- a) is carried out by means of a surveillance device in relation to anything taking place on any residential premises or in any private vehicle; or
- b) where a device placed outside consistently provides information of the same or equivalent quality and detail as might be expected if it were in the premises or vehicle, or
- c) is carried out in places ordinarily used for legal consultation, at a time when they are being used for such consultations

Therefore directed surveillance turns into intrusive surveillance if it is carried out involving anything that occurs on residential premises or any private vehicle and involves the presence of someone on the premises or in the vehicle or is carried out by means of a surveillance device **OR** when directed surveillance is carried out in places ordinarily used for legal consultation, at a time when they are being used for such consultations.

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

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

Commercial premises and vehicles are therefore excluded from intrusive surveillance.

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

#### **4. Identifying directed surveillance**

You should ask yourself the following questions:

##### **4.1. Is the surveillance overt or covert?**

Refer to paragraphs 2.1 and 2.2 above. If your activities are not hidden from the subjects of your investigation, you are not within the RIPA framework at all. If the proposed surveillance is covert in nature, then refer to paragraph 4.2 below.

##### **4.2. Can the same outcome be achieved by overt means?**

Does the surveillance have to be covert? If not, then you should proceed with overt surveillance, including the use of signs and other notification techniques so that the subject of the surveillance is aware it is taking place.

##### **4.3. Is the surveillance for the purposes of a specific investigation or a specific operation?**

Although, the provisions of the Act do not normally cover the use of overt CCTV surveillance systems, since members of the public are aware that such systems are in use, there may be occasions when public authorities use overt CCTV systems for the purposes of a specific investigation or operation. For example, if the CCTV cameras are targeting a particular known offender. In such cases, authorisation for directed surveillance may be necessary.

##### **4.4. Is the surveillance likely to result in the obtaining of private information about a person?**

Private information is defined in RIPA section 26 (10) as including any information relating to a person's private or family life.

The European Court of Human Rights has considered this definition and has found that private life is a broad term not susceptible to exhaustive definition. Aspects such as gender identification, name, sexual orientation and sexual life are important elements of the personal sphere protected by Article 8.

The Article also protects a right to identity and personal development and includes an individual's private or personal relationship with others. It includes an individual's business and family relationships. Family life itself should be treated as extending beyond the formal relationships created by marriage.

**4.5. Is the surveillance otherwise than by way of an immediate response to events or circumstances where it is not reasonably practicable to get authorisation?**

Directed surveillance does not include covert surveillance carried out by way of an immediate response to events or circumstances which, by their very nature, could not have been foreseen. For example, an environmental crime officer would not require an authorisation to conceal themselves and observe a suspicious person which they came across in the course of a routine patrol.

However, if as a result of that immediate response, you undertake a specific investigation you will need authorisation.

**5. Covert Human Intelligence Sources (CHIS)**

A person is a covert human intelligence source ("CHIS") if;

- a) he establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating the doing of anything falling within paragraph (b) or (c);
- b) he covertly uses such a relationship to obtain information or to provide access to any information to another person; or
- c) he covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship.

A purpose is covert, in relation to the establishment or maintenance of a personal or other relationship if, and only if, the relationship is conducted in a manner that is calculated to ensure that one of the parties to the relationship is unaware of the purpose.

A relationship is used covertly, and information obtained is disclosed covertly if, and only if, it is used or disclosed in a manner that is calculated to ensure that one of the parties to the relationship is unaware of the use or disclosure in question.

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

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

It should be noted, however, that if the information provided is recorded as potentially useful or actionable, there is potential duty of care to the individual and the onus is on the public authority to manage human sources properly. Authorising Officers should be alive to the possibility of 'status drift'. Authorising Officers, when deciding whether to grant an authorisation, should take account of the difference between a volunteer of information already known to the individual and the relevance of the exploitation of a relationship for a covert purpose.

### **5.1. Conduct and use**

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

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

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

The use of a juvenile CHIS may only be authorised for one month at a time.

### **5.2. Test Purchases**

Carrying out test purchases will not require the purchaser to establish a relationship with the supplier with the covert purpose of obtaining information and, therefore, the purchaser will not normally be a CHIS. For example, authorisation would not normally be required for test purchases carried out in the ordinary course of business (e.g. walking into a shop and purchasing a product over the counter).

By contrast, developing a relationship with a person in the shop, to obtain information about the seller's suppliers of an illegal product will require authorisation as a CHIS. Similarly, using mobile hidden recording devices or CCTV cameras to record what is going on in the shop, or an adult is observing a juvenile test purchase, this will require authorisation, as directed surveillance. In all cases, a prior risk assessment is essential in relation to any young person used for a test purchase.

### **5.3. Security and Welfare**

Only the Chief Executive is able to authorise the use of vulnerable individuals and juvenile CHIS's. The Authorising Officer shall have regard to the special safeguards and provisions that apply to vulnerable individuals and juvenile sources, more particularly set out in the Covert Human Intelligence Source Code of Practice which can be found [here](#).

The Authorising Officer shall ensure that arrangements are in place for the proper oversight and management of sources, including appointing individual officers for each source. The person responsible for the day-to-day contact between the public authority and the source will usually be of a rank or position below that of the Authorising Officer.

Officers using a source shall consider the safety and welfare of that source (even after cancellation of the authorisation), and the foreseeable consequences to others of the tasks they are asked to carry out. The Authorising Officer shall carry out a risk assessment before authorising the source.

### **5.4. Criminal Conduct Authorisations**

The Covert Human Intelligence Sources (Criminal Conduct) Act 2021 (CHIS(CCA)) received Royal Assent on 1 March 2021 and went live for the police on 15 September 2021. CHIS(CCA) amends the Regulation of Investigatory Powers Act 2000 and provides an express power to authorise a CHIS to participate in conduct which would otherwise constitute a criminal offence. This power is known as a Criminal Conduct Authorisation (CCA). It is important to note that local authorities have not been given these powers and it is mentioned here for the avoidance of doubt.

## **6. Communications Data**



The powers contained in Part 1 of Chapter 2 of RIPA permit Local Authorities to obtain information relating to the use of a postal service or telecommunications system for obtaining communications data and the disclosure to any person of such data. For these purposes, communications data includes information relating to the use of a postal service or telecommunications system but does not include the contents of the communication itself, content of e-mails or interaction with websites. Communications data includes subscribers details, names and addresses and telephone numbers of those contacted, billing addresses, account information, web addresses visited etc.

Two types of data (Customer Data or Service Data) are available to local authorities and, when making an application for obtaining or disclosing such data, the applicant must specify exactly which type of information

A third type of data (Traffic data) is not accessible to local authorities.

#### **6.1. Customer data – (Subscriber data, RIPA s21(4))**

Customer data is the most basic. It is data about users of communication services. This data includes:

- Name of subscriber
- Addresses for billing, delivery, installation
- Contact telephone number(s)
- Abstract personal records provided by the subscriber (e.g. demographic information)
- Subscribers' account information – bill payment arrangements, including bank, credit/debit card details
- Other services the customer subscribes to.

#### **6.2. Service data – (Service Use data, RIPA s21(4)(b))**

This relates to the use of the service provider's services by the customer, and includes:

- The periods during which the customer used the service(s)
- Information about the provision and use of forwarding and re-direction services by postal and telecommunications service providers

- 'Activity', including itemised records of telephone calls (numbers called), internet connections, dates and times/duration of calls, text messages sent
- Information about the connection, disconnection and reconnection of services
- Information about the provision of conference calling, call messaging, call waiting and call barring telecommunications services
- Records of postal items, such as records of registered, recorded or special delivery postal items, records of parcel consignment, delivery and collection
- 'Top-up' details for prepay mobile phones – credit/debit card, voucher/e- top up details

### **6.3. Traffic data – (Traffic data, RIPA s21(6))**

In relation to communications means:

- any data identifying or purporting to identify, any person, apparatus or location to or from which the communication is or may be transmitted
- any data identifying or selecting or purporting to identify or select apparatus through which, or by means of which the communication is or may be transmitted
- any data comprising signals for the actuation of apparatus used for the purposes of a telecommunications system for effecting (in whole or in part) the transmission of any communication and
- any data identifying the data or other data as data comprised in or attached to a particular communication but that expression includes data identifying a computer file or computer program access to which is obtained, or which is run by means of the communication to the extent only that the file or program is identified by reference to the apparatus in which it is stored.

## **7. RIPA Authorisation Procedure**

### **7.1. General**

Directed surveillance, the use of CHIS and the acquisition of communications data must be lawfully carried out in strict accordance with the terms of the relevant authorisation and Magistrates Court approval.

The Council can only authorise directed surveillance to prevent and detect conduct which constitutes one or more criminal offences. The criminal offences must be punishable, whether on summary conviction or indictment, by a maximum term of at least 6 months imprisonment or be an offence under:

- a) S146 of the Licensing Act 2003 (sale of alcohol to children);
- b) S147 of the Licensing Act 2003 (allowing the sale of alcohol to children);
- c) S147A of the Licensing Act 2003 (persistently selling alcohol to children); and
- d) S7 of the Children and Young Persons Act 1933 (sale of tobacco etc. to persons under the age of 18)

The Council will only very rarely make use of CHIS so the applicant officer should consult the Head of Legal and Democratic Services before making an application for a CHIS authorisation in order to ensure that the current statutory requirements and best practice are being observed.

Applications for authorisations and notices requesting communications data must be processed through the Council's Home Office accredited single point of contact ("SPoC"). As the need to obtain such information will only very occasionally arise the applicant officer should contact the Head of Legal and Democratic Services before making an application in order to ensure that current statutory requirements and best practice are being observed.

All applications for authorisation must be sought and granted before any surveillance activity takes place. The decision whether or not to authorise an application must not be taken with the benefit of hindsight. This should be borne in mind when submitting an application to the Magistrates' Court.

Once approved, the original authorisation and accompanying paperwork must be forwarded to the RIPA Co-Ordinator (Senior Solicitor – Corporate Legal Team) to allocate the application a Unique Reference Number (URN) and for key details to be entered onto the central register.

## **7.2. Before Making the Application**

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

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

If the activity can be conducted overtly or if a less intrusive option is available and practical, then that option should be pursued rather than obtaining a RIPA authorisation.

### **7.3. Special consideration in respect of confidential information**

Particular attention is drawn to areas where the subject of surveillance may reasonably expect a high degree of privacy e.g. where confidential information is involved.

Confidential information consists of personal information (such as medical records or spiritual counselling), confidential journalistic material, confidential discussions between Members of Parliament and their constituents, or matters subject to legal privilege.

#### **Legal privilege**

Generally, this applies to communications between an individual and his/her legal adviser in connection with the giving of legal advice in connection with or in contemplation of legal proceedings. Such information is unlikely ever to be admissible as evidence in criminal proceedings.

If in doubt, the advice of the Head of Legal and Democratic Services should be sought in respect of any issues in this area.

#### **Confidential personal information**

This is oral or written information held in (express or implied) confidence, relating to the physical or mental health or spiritual counselling concerning an individual (alive or dead) who can be identified

from it. Specific examples provided in the codes of practice are consultations between a health professional and a patient, discussions between a minister of religion and an individual relating to the latter's spiritual welfare or matters of medical or journalistic confidentiality.

### **Confidential journalistic material**

This is material acquired or created for the purposes of journalism and held subject to an undertaking to hold it in confidence.

It should be noted that matters considered to be confidential under RIPA may not necessarily be properly regarded as confidential under section 41 Freedom of Information Act 2000.

Where such information is likely to be acquired, the surveillance may only be authorised by the Chief Executive or, in his absence, the person acting as the Head of Paid Service.

## **7.4. Who can give Provisional Authorisations?**

Authorisations may only be given by the Authorising Officers listed in Appendix B. Only the Chief Executive can authorise the use of a CHIS, or the acquisition of confidential information (see paragraph 7.3 above).

Applications for the acquisition of Communications data can only be issued by a Home Office accredited single point of contact ("SPoC") (see paragraph 7.8 below)

It will be the responsibility of Authorising Officers who have been duly certified to ensure their relevant members of staff are also suitably trained as 'applicants' so as to avoid common mistakes appearing on forms for RIPA authorisations.

Training will be given, or approved by the Head of Legal and Democratic Services before Authorising Officers are certified to sign any RIPA forms. A central register of all those individuals who have undergone training or a one-to-one meeting with the Head of Legal and Democratic Services, on such matters, will be kept by the Head of Legal and Democratic Services.

Authorising officers should not normally be responsible for authorising operations in which they are directly involved, although it is recognised

that this may sometimes be unavoidable. Where an Authorising Officer authorises such an investigation or operation the central register will highlight this and the Commissioner or inspector will be notified of this during his or her next inspection

Authorising Officers will also ensure that staff who report to them follow this guidance document and do not undertake or carry out any form of surveillance without first obtaining the relevant authorisations in compliance with this document.

Authorising Officers must also ensure that, when sending copies of authorisations and associated documentation to the Head of Legal and Democratic Services, that these are sent in sealed envelopes and marked 'Strictly Private and Confidential'.

Any equipment to be used in any approved surveillance must be properly controlled, recorded and maintained for audit purposes.

## 7.5. Grounds for Authorisation

An Authorising Officer has a number of obligations within the provisions of the Act, which must be met before carrying out any form of surveillance.

An Authorising Officer shall not grant a provisional authorisation for the carrying out of directed surveillance or for the use of a CHIS or for the obtaining or disclosing of communications data unless they have given **personal consideration** to the facts and believes:

- a) that a provisional authorisation is necessary, and
- b) the provisionally authorised investigation is proportionate to what is sought to be achieved by carrying it out

For local authority investigations, provisional authorisation is deemed "**necessary**" in the circumstances of the particular case if it is for the purpose of preventing and detecting crime or of preventing disorder.

Authorisation cannot be sought, and authority must not be given unless you are satisfied that the surveillance is "**proportionate**." You have to make sure that any interference with privacy is justified by the end being sought. Unless the benefit to be obtained from surveillance is significant,

and unless the problem you are seeking to tackle is serious, the use of surveillance is unlikely to be proportionate.

The conduct must also be the least invasive method of achieving the end and the risk of intrusion into the privacy of persons other than those who are directly the subjects of the investigation must be assessed and taken into account (see Collateral Intrusion below).

Consideration must be given to the seriousness of the offence under consideration. Authorisation for directed surveillance can only be granted if the purpose of the surveillance is the prevention or detection of crime(s) punishable by 6 months imprisonment or more, or relates to the sale or alcohol or tobacco to underage persons. Covert surveillance relating to dog fouling and other minor offences will not be deemed a proportionate activity.

Careful consideration needs to be made by authorising officers of all of these points. Such consideration needs to be demonstrated on the authorisation form in the relevant parts. Authorising Officers must exercise their minds every time they are asked to sign a form. They must never sign or rubber stamp the form without thinking about their personal and the Council's responsibilities.

Any boxes not needed on the form/s must be clearly marked as being 'not applicable' or a line put through the same. Great care must also be taken to ensure accurate information is used and inserted in the correct boxes. Reasons for any refusal of an application must also be kept on the form and retained for future audits.

#### **7.6. Collateral Intrusion**

Before provisionally authorising an investigation, the Authorising Officer shall also take into account the risk of intrusion into the privacy of persons other than those who are directly the subjects of the investigation or operation; known as collateral intrusion. The investigating officer shall take measures, wherever practicable, to avoid or minimise unnecessary intrusion into the lives of those not directly connected with the investigation or operation.

An application for a provisional authorisation shall include an assessment of the risk of any collateral intrusion. The Authorising Officer

shall take this into account, when considering the proportionality of the surveillance.

Where an operation unexpectedly interferes with the privacy of individuals who were not the subject of surveillance or covered by the authorisation in some other way, the investigating officer should inform the Authorising Officer.

### **7.7. Judicial Approval**

The Council is only able to grant a provisional authorisation or renewal to conduct covert surveillance. No provisional authorisations, nor any surveillance granted under them, will take effect until judicial approval has been sought and granted by a Magistrates' Court.

Once the authorising officer has authorised the directed surveillance or CHIS, the investigating officer who completed the application form should contact the Magistrates' Court to arrange a hearing for the authorisation to be approved by a Justice of the Peace.

The investigating officer will provide the Justice of the Peace with a copy of the original authorisation and the supporting documents setting out the case. This forms the basis of the application to the Justice of the Peace and should contain all information that is relied upon.

In addition the investigating officer will provide the Justice of the Peace with a partially completed judicial application/order form.

The hearing will be in private and the investigating officer will be sworn in and present evidence as required by the Justice of the Peace. Any such evidence should be limited to the information in the authorisation.

The Justice of the Peace will consider whether he/she is satisfied that at the time the authorisation was granted or renewed, there were reasonable grounds for believing that the authorisation was necessary and proportionate.

The Justice of the Peace will also consider whether there continues to be reasonable grounds.

The Justice of the Peace must also be satisfied that the person who granted the authorisation was an appropriate designated person and the



authorisation was made in accordance with any applicable legal restrictions, for example, the crime threshold for directed surveillance has been met.

The Justice of the Peace will record his/her decision on the order section of the judicial application/order form.

A copy of the RIPA form and judicial application/order form will be retained by the Court.

If the authorisation is approved the council may commence the activity.

If the Justice of the Peace refuses to approve the authorisation the council may not commence the activity although, if the reason for refusal is a technical error, the council may address this and reapply without going through the internal authorisation process again.

The Justice of the Peace may refuse to approve the authorisation, and quash it. The exercise of this power should not take place until the applicant has at least two business days from the date of the refusal to make representations.

## **7.8. Provisional Authorisation for Communication Data**

The Act provides two different ways of provisionally authorising access to communications data; through a provisional authorisation under Section 22(3) and by a provisional notice under Section 22(4).

A provisional authorisation would, following judicial approval, allow the authority to collect or retrieve the data itself. A provisional notice is given to a postal or telecommunications operator and requires that operator to collect or retrieve the data and provide it to the authority serving the notice. An Authorising Officer decides whether or not a provisional authorisation should be granted or a provisional notice given.

A provisional authorisation under Section 22(3) may be appropriate where:

- the postal or telecommunications operator is not capable of collecting or retrieving the communications data;
- it is believed the investigation may be prejudiced if the postal or telecommunications operator is asked to collect the data itself;

- there is a prior agreement in place between the authority and the postal or telecommunications operator as to the appropriate mechanisms for the disclosure of data.

Notices and, where appropriate, provisional authorisations for communications data must be channelled through SPoC's. The SPoC is able to advise authorising officers as to whether an authorisation or notice is appropriate.

The Council use the services of the National Anti-Fraud Network (NAFN) for all Communications Data enquiries and as such NAFN performs the role of a SPoC through their qualified SPoC officers. All applicants must be registered with NAFN via the NAFN website at [www.nafn.gov.uk](http://www.nafn.gov.uk)

Applications to obtain communications data should be made on the NAFN standard form available on the NAFN website and submitted in the first instance to the SPoC. If appropriate the SPoC will forward the application to a Council Authorising Officer for either the provisional authorisation of conduct or the provisional issuing of a notice.

If satisfied that the proposed investigation is both necessary and proportionate, the Authorising Officer will return the provisional authorisation or notice to the SPoC who will then liaise with the applicant and the postal/telecommunications company, after the appropriate Judicial Approval has been obtained. The disclosure of data under a notice will only be made to the Authorising Officer.

Communications data, and all copies, extracts and summaries of it must be handled and stored securely. The requirements of the Data Protection Act 2018 and the principles of the Criminal Procedure and Investigations Act 1996 must be strictly followed.

## **8. Activities by other public authorities**

The investigating officer shall make enquiries of other public authorities e.g. the police whether they are carrying out similar activities if he considers that there is such a possibility in order to ensure that there is no conflict between the activities of this Council and those other public authorities.

## **9. Joint Investigations**

When some other agency has been instructed on behalf of the Council to undertake any action under RIPA, this document and the forms in it must be used (as per normal procedure) and the agency advised or kept informed, as necessary, of the various requirements. They must be made aware explicitly what they are authorised to do.

When some other agency (e.g. police, Customs & Excise, Inland Revenue etc.):

- a) wishes to use the Council's resources (e.g. CCTV), that agency must use its own RIPA procedures and, before any officer agrees to allow the Council's resources to be used for the other agency's purposes, they must obtain a copy of that agency's RIPA form for the record and/or relevant extracts from the same which are sufficient for the purposes of protecting the Council and the use of its resources
- b) wishes to use the Council's premises for their own RIPA action, the officer should, normally, co-operate with the same, unless there are security or other good operational or managerial reasons as to why the Council's premises should not be used for the agency's activities. In such cases, the Council's own RIPA forms should not be used as the Council is only assisting and not being involved in the RIPA activity of the external agency being involved in the RIPA activity of the external agency.

In terms of (a), if the police or other agency wish to use the Council's resources for general surveillance, as opposed to specific RIPA authorisations, an appropriate letter requesting the proposed use, remit, duration, details of who will be undertaking the general surveillance and the purpose of it must be obtained from the police or other agency before any Council resources are made available for the proposed use.

## **10. Duration, reviews, renewals and cancellation of authorisations**

### **10.1. Duration**

Authorisations must be reviewed in the time stated and cancelled once no longer needed.

Authorisations last for:

- a) 12 months from the date of the judicial approval for the conduct or use of a source

- b) three months from the date of judicial approval for directed surveillance
- c) one month from the date of judicial approval for communications data, or earlier if cancelled under Section 23(8) of the Act.

However, whether the surveillance is carried out/conducted or not in the relevant period, does not mean that the authorisation is spent. Authorisations do not expire, they have to be reviewed, or cancelled if no longer required.

### **10.2. Reviews**

The Authorising Officer shall undertake regular reviews of authorisations to assess the need for the surveillance to continue. The results of a review should be recorded on the central record of authorisations.

Where the surveillance provides access to confidential information or involves collateral intrusion the officer should conduct frequent reviews.

### **10.3. Renewals**

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

Authorisations may be renewed more than once, provided they continue to meet the criteria for authorisation and are approved by the Magistrates' Court. The renewal should be kept/recorded as part of the central record of authorisations.

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

Authorisations can be renewed in writing shortly before the maximum period has expired. The renewal will begin on the day when the authorisation would have expired, provided the necessary judicial approval has been obtained.

An authorisation cannot be renewed after it has expired.

A further requirement in relation to renewal of a CHIS is that judicial approval will only be granted if the Magistrates are satisfied that a review has been carried out, which considers:

- the use made of the source in the period since authorisation was granted (or the last renewal); and
- the tasks given to the source during that period, and the information obtained from the conduct or use of the source

For the purposes of making an Order, the Magistrates have considered the results of that review.

#### **10.4. Cancellations**

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

Authorisations should not be allowed simply to lapse. The duty to cancel a notice falls on the Authorising Officer who issued it.

The Authorising Officer must then cancel the Application without delay. When cancelling the authorisation the Authorising Officer is required to consider whether the surveillance was effective, necessary and met its objectives. Cancellations must be made using the cancellation form and should briefly detail what product(s) resulted from the surveillance.

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

In the case of a notice issued in respect of communications data, the relevant postal or telecommunications operator will be informed of the cancellation.

### **11. Record Management**

#### **11.1. Central record of all Authorisations**

The Head of Legal and Democratic Services shall hold and monitor a centrally retrievable record of all provisional and judicially approved authorisations. The Authorising Officer must notify and forward a copy of any provisional notice or authorisation granted, renewed or cancelled and any judicial approval received or refused within 1 week of the event to the Head of Legal and Democratic Services to ensure that the records are regularly updated.

The record will be made available to the relevant Commissioner or an Inspector from the Investigatory Powers Commissioner's Office. These records will be retained for a period of 5 years from the ending of the authorisation. A record will be kept of the dates on which the authorisation notice is started and cancelled.

The Head of Legal and Democratic Services will monitor the submission of provisional and judicially approved authorisations and notices and give appropriate guidance, from time to time, or amend any provisional or draft document as necessary. The records submitted to the Head of Legal and Democratic Services, shall contain the following information:

- a) the type of authorisation or notice
- b) the date the provisional authorisation or notice was given;
- c) name and rank/grade of the authorising officer;
- d) the date judicial approval was received or refused;
- e) the unique reference number (URN) of the investigation or operation;
- f) the title of the investigation or operation, including a brief description and names of subjects, if known;
- g) if the authorisation or notice is renewed, when it was renewed and who authorised the renewal, including the name and rank/grade of the authorising officer and the date of judicial approval;
- h) whether the investigation or operation is likely to result in obtaining confidential information;
- i) the date the authorisation or notice was cancelled.

#### **11.2. Records maintained in the Department**

The Authorising Officer shall maintain the following documentation, which need not form part of the centrally retrievable record:

- a) a copy of the application and provisional authorisation or notice together with a copy of any order of judicial approval or refusal, as well as any supplementary documentation and notification of the approval given by the Authorising Officer;
- b) a record of the period over which the surveillance has taken place;
- c) the frequency of reviews prescribed by the Authorising Officer;
- d) a record of the result of each review of the authorisation or notice;
- e) a copy of any renewal of an authorisation or notice, together with judicial approval or refusal and the supporting documentation submitted when the renewal was requested;
- f) the date and time when any instruction was given by the Authorising Officer,
- g) the unique reference number for the authorisation (URN)

Each form must have a URN. The Authorising Officers will issue the relevant URN to applicants. The cross-referencing of each URN takes place within the form for audit purposes. Rejected forms will also have URN's.

### **11.3. Records relating to a CHIS**

Proper records must be kept of the authorisation and use of a CHIS. An Authorising Officer must not grant a provisional authorisation for the use or conduct of a CHIS unless he believes that there are arrangements in place for ensuring that there is at all times a person with the responsibility for maintaining a record of the use made of the CHIS.

The records shall contain the following information:

- a) the identity of the source;
- b) the identity, where known, used by the source;
- c) any relevant investigating authority other than the Council;
- d) the means by which the source is referred to within each relevant investigating authority;
- e) any other significant information connected with the security and welfare of the source;
- f) any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in paragraph (d) has been considered and that any identified risks to the security and welfare of the source have

- where appropriate been properly explained to and understood by the source;
- g) the date when, and the circumstances in which, the source was recruited;
  - h) the identities of the persons who, in relation to the source;
    - i. hold day-to-day responsibility for dealing with the source and for the source's security and welfare
    - ii. have a general oversight of the use made of the source (not to be the person identified in h) i.
    - iii. have responsibility for maintaining a record of the use made of the source
  - i) the periods during which those persons have discharged those responsibilities;
  - j) the tasks given to the source and the demands made of him in relation to his activities as a source;
  - k) all contacts or communications between the source and a person acting on behalf of any relevant investigating authority;
  - l) the information obtained by the conduct or use of the source;
  - m) any dissemination of information obtained in that way; and
  - n) in the case of a source who is not an undercover operative, every payment, benefit or reward and every offer of a payment, benefit or reward that is made or provided by or on behalf of any relevant investigating authority in respect of the source's activities for the benefit of that or any other relevant investigating authority.

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

## **12. Retention and destruction**

Generally, all material (in whatever media) produced or obtained during the course of investigations subject to RIPA authorisation should be processed, stored and destroyed in accordance with the requirements of the Data Protection Act 2018, General Data Protection Regulation (GDPR) (EU) 2016/679, the Freedom of Information Act 2000 and any other legal requirements, including those of confidentiality and the Council's policies and procedures regarding document retention.

Material obtained from properly authorised surveillance or a CHIS may be used in other investigations. Arrangements shall be in place for the handling,



storage and destruction of material obtained through the use of covert surveillance, a CHIS or the obtaining or disclosure of communications data.

Authorising Officers must ensure compliance with the appropriate data protection requirements and any relevant Corporate Procedures relating to the handling and storage of material.

### 13. Social Media Sites

Whilst it is the responsibility of an individual to set privacy settings to protect unsolicited access to private information, and even though data may be deemed published and no longer under the control of the author, it is unwise to regard it as “open source” or publicly available; the author has a reasonable expectation of privacy if access controls are applied. In some cases data may be deemed private communication still in transmission (instant messages for example).

Where privacy settings are available but not applied the data may be considered open source and an authorisation is not usually required. Repeat viewing of ‘open source’ sites, however, may constitute directed surveillance on a case by case basis and this should be borne in mind e.g. if someone is being monitored through their Facebook profile for a period of time and a record of the information is kept for later analysis, this is likely to require a RIPA authorisation for directed surveillance.

To avoid the potential for inadvertent or inappropriate use of social network sites in investigative and enforcement roles, Council Officers should be mindful of any relevant guidance and the Council's separate policy regarding the use of **Social Networking Sites and Conduct of Investigations**.

The Home Office Revised Code of Practice on Covert Surveillance and Property Interference, published in August 2018, provides the following guidance in relation to online covert activity:

*The growth of the internet, and the extent of the information that is now available online, presents new opportunities for public authorities to view or gather information which may assist them in preventing or detecting crime or carrying out other statutory functions, as well as in understanding and engaging with the public they serve. It is important that public authorities are able to make full and lawful use of this information for their statutory purposes. Much of it can be accessed without the need for RIPA authorisation; use of the internet prior to an investigation should not normally engage*

*privacy considerations. But if the study of an individual's online presence becomes persistent, or where material obtained from any check is to be extracted and recorded and may engage privacy considerations, RIPA authorisations may need to be considered. The following guidance is intended to assist public authorities in identifying when such authorisations may be appropriate.*

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

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

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

*Where information about an individual is placed on a publicly accessible database, for example the telephone directory or Companies House, which is commonly used and known to be accessible to all, they are unlikely to have any reasonable expectation of privacy over the monitoring by public authorities of that information. Individuals who post information on social*

*media networks and other websites whose purpose is to communicate messages to a wide audience are also less likely to hold a reasonable expectation of privacy in relation to that information.*

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

#### **14. Scrutiny of investigatory bodies**

The Investigatory Powers Commissioner's Office independently scrutinises the use of RIPA powers by the investigatory bodies that are subject to it.

The Commissioners will inspect Councils to ensure compliance with RIPA and can audit/review the Council's policies and procedures, and individual authorisations. Further detail can be found at <https://www.ipco.org.uk/>

#### **15. Elected Members**

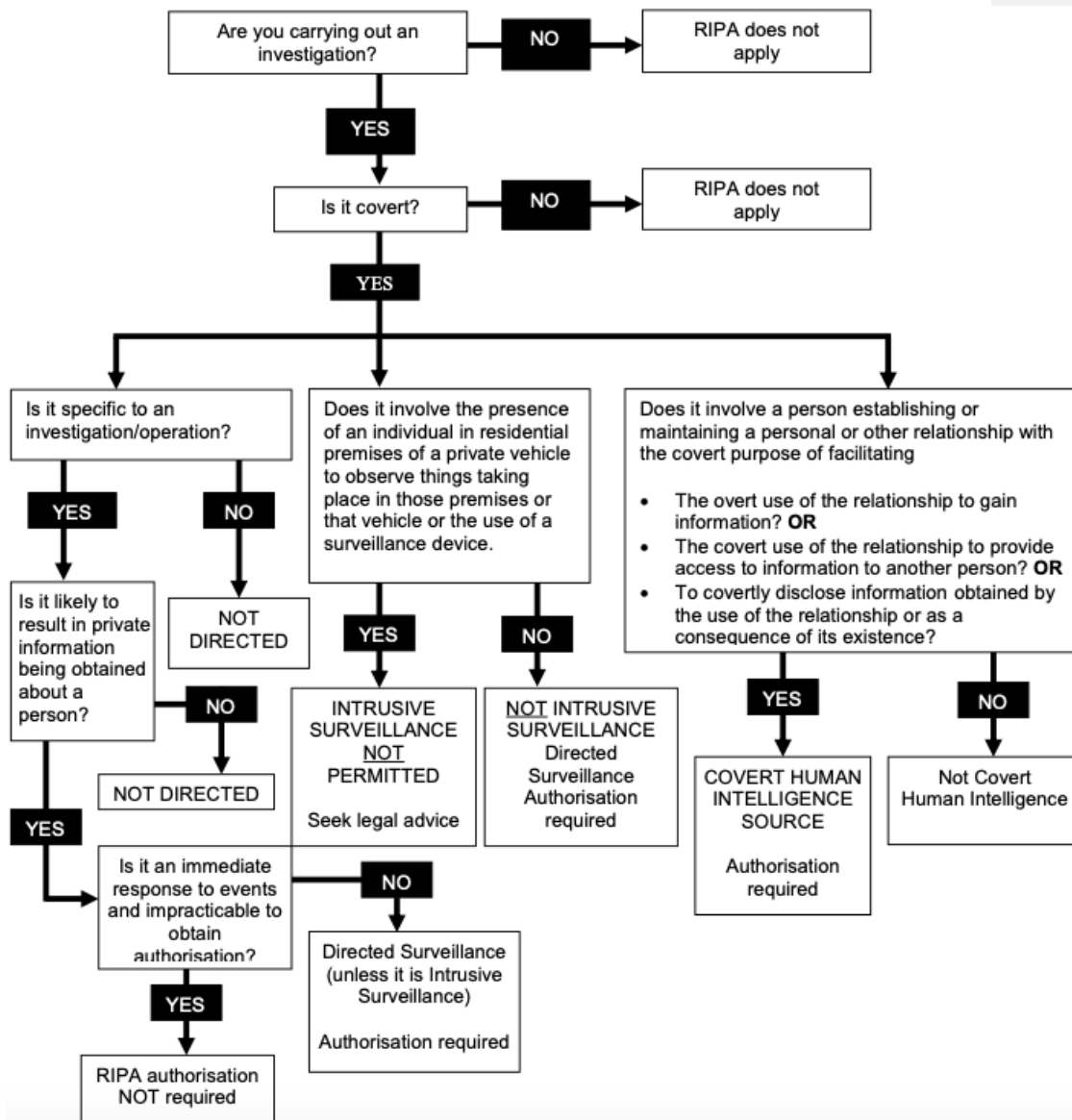
The elected members of the Council will review the council's use of RIPA and the authority's policy and guidance documents at least once a year. They will also be kept informed on a quarterly basis to ensure that it is being used consistently with the council's policy and that the policy remains fit for purpose. Members will not, however, be involved in making decisions on specific authorisations.

## APPENDIX A

### DIRECTED SURVEILLANCE

#### Regulation of Investigatory Powers Act 2000

#### Do you need Authorisation?



## APPENDIX B

### List of Authorised and Responsible Officers

<b>RIPA Authorising Officers</b>	Chief Executive, Deputy Chief Executive, Head of Operations, Head of Housing and Health Head of Planning
<b>Authorising operations where confidential information may be obtained</b>	Chief Executive only
<b>CHIS Authorising Officer</b>	Chief Executive only
<b>CHIS Controller/Handler</b>	Head of Operations Head of Housing and Health Head of Planning
<b>Senior Responsible Officer</b>	Head of Legal and Democratic Services

Please note:

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

## APPENDIX C i

### **Application Forms**

#### **Directed Surveillance**

##### **Application**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/application-directed-surveillanc?view=Binary>

##### **Review**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/review-directed-surveillance?view=Binary>

##### **Renewal**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/renewal-directed-surveillance?view=Binary>

##### **Cancellation**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/cancellation-directed-surveillan?view=Binary>

##### **Judicial Approval**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/local-authority-ripa-guidance/approval-order-form?view=Binary>

## APPENDIX C ii

### **Application Forms**

#### **Covert Human Intelligence Sources (CHIS)**

##### **Application**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/chis-application?view=Binary>

##### **Review**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/chis-review?view=Binary>

##### **Renewal**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/chis-renewal?view=Binary>

##### **Cancellation**

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/chis-cancellation?view=Binary>

## APPENDIX C iii

### **Application Form for Communications Data**

See Home Office website:

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/communications-data1.doc?view=Binary>



## APPENDIX D

### **Codes of Practice and Government Guidance**

**All current Government Codes of Practice are available on the Gov.uk website:**

<https://www.gov.uk/government/collections/ripa-codes#current-codes-of-practice>

### **Protection of Freedom Act 2012 – Changes to provisions under the Regulation of Investigatory Powers Act 2000 (RIPA)**

See Home Office website:

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/local-authority-ripa-guidance/local-authority-england-wales?view=Binary>

### **Acquisition and Disclosure of Communications Data**

See Home Office website:

<http://www.homeoffice.gov.uk/publications/counter-terrorism/ripa-forms/code-of-practice-acquisition?view=Binary>

# Agenda Item 10

## East Herts Council Report

### Overview and Scrutiny Committee

**Date of Meeting:** 21 June 2022

**Report by:** Scrutiny Officer

**Report title:** Overview and Scrutiny – Draft Work Programme 2022/23

**Ward(s) affected:** All

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### Summary

- This report considers actions for inclusion in the committee's existing Draft Work Programme and proposes amendments to the ongoing Draft Work Programme in the light of the recent refresh of the Corporate Plan and "SEED" Priorities, approved by the Executive in February 2022.

### **RECOMMENDATIONS FOR OVERVIEW AND SCRUTINY COMMITTEE, that:**

- (A) The main agenda items for the next meeting be agreed;
- (B) Members make additional recommendations for any items they wish to scrutinise; and
- (C) The proposed Work Programme, as amended, at Appendix A, be approved.

### **1.0 Proposal(s)**

- 1.1 **Appendix A** setting out the draft work programme is presented as a single report.

- 1.2 Members of the Committee met on 17 May 2022 to discuss what items might be considered for scrutiny from the potential items listed in the Work Programme which is appended to this report. While some suggestions have been proposed for the meetings in 2022, Members will still need to decide on what they wish to scrutinise for the remainder of the meetings in the Civic Year to 2023. The items listed in the Appendix are suggested items with reference to the Corporate Plan and Members can make their own recommendations on topics for scrutiny.
- 1.3 The Corporate Plan was approved by Council in March 2022. A key function of the Overview and Scrutiny Committee is to hold the Executive to account for its decisions and to review existing policies and proposals for new policies. In deciding what items the committee should consider, Members should have regard to the Corporate and Forward Plans and what is due to be considered by the Executive.

## **2.0 Background**

- 2.1 The draft agenda items for 2022/23 meetings of the Overview and Scrutiny Committee is shown at **Appendix A**. The timing of some items shown may have to change depending on availability of essential data (e.g. from central government) external sources and officers.
- 2.2 Paragraph 5.21.2 of the Constitution sets out what the Overview and Scrutiny Committee should take into account when setting its work programme.
- 2.3 Members are welcome to submit a scrutiny proposal at any time by completing a Scrutiny Proposal Form (available from the Scrutiny Officer) which will provide Officers with sufficient information to assess if it is appropriate for Scrutiny and to ensure their specific questions are addressed. The Scrutiny Officer will then liaise with Officers and the Overview and Scrutiny Committee Chairman to consider the best way to

address the subject and complete a scoping document.

- 2.4 Members are also asked whether there is any training relevant to scrutiny or to the function and remit of the Overview and Scrutiny Committee that they wish to suggest.

### **3.0 Reason(s)**

- 3.1 This report provides an update on the current situation in relation to issues raised by Members.

### **4.0 Options**

- 4.1 The Work Programme will be kept under review by the committee throughout the coming year. It is worth noting that this is a draft work programme which is continually reviewed and will evolve as the work programme develops triggered by external and internal influences.

### **5.0 Risks**

- 5.1 The establishment of an Overview and Scrutiny Committee is enshrined in the Local Government Act 2000 (section 9). The 2000 Act obliges local authorities to adopt political management systems with a separate Executive. Various sub sections (of the 2000 Act), set out the powers and duties for Overview and Scrutiny Committees including the right to investigate and make recommendations on anything which is the responsibility of the Executive. Legislative provisions can also be found in the Localism Act 2011 (Schedule 2) with options to retain or re-adopt a "committee system" (section 9B).
- 5.2 Potential risks arise for the council if policies and strategies are developed and/or enacted without sufficient scrutiny. Approval of an updated Work Programme contributes to the mitigation of this risk by ensuring key activities of the council are scrutinised.

## **6.0 Implications/Consultations**

- 6.1 Scrutiny is an important part of the local democratic process and represents the interests of residents. It holds the Executive to account on behalf of residents and helps review and improve services and functions run by the Council and its local partners. With proper notification, Members of the Public can put forward items for scrutiny (section 5.19 of the constitution) and if accepted by the Chairman are allowed to address Members for a maximum of 15 minutes.
- 6.2 The proposed Work Programme has implications for Members' time and the resources of the council devoted to scrutinizing the issues included.

### **Community Safety**

No

### **Data Protection**

No

### **Equalities**

Yes – scrutiny of the services provided e.g. by registered providers of social housing will investigate how some of the most vulnerable people in the district, including those with protected characteristics, receive housing services.

### **Environmental Sustainability**

Yes – the proposed Work Programme envisages the Overview and Scrutiny Committee receiving reports on the progress of the council's Environmental and Climate Forum. The Climate Change Strategy is one such report which has been considered at this meeting which will be submitted to Council for approval.

### **Financial**

No

**Health and Safety**

No

**Human Resources**

No

**Human Rights**

No

**Legal**

Yes - scrutiny is enshrined in Statute (the Local Government Act 2000) as amended by the Localism Act 2011.

**Specific Wards**

No

**7.0 Background papers, appendices and other relevant material****7.1 Appendix A – Draft Work Programme**

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<b>Date</b>	<b>Report title/Strategy</b>	<b>SEED Priority</b>	<b>Background information</b>	<b>Officer invitee</b>	<b>Portfolio Holder</b>	<b>Executive Date</b>
<b>21 June 2022</b>	RIPA - Update report		Note: Annual review	James Ellis	Cllr Cutting (Corporate services)	
	Climate Change Strategy		Approval of a high level document which sets out the Council’s approach to achieving climate change aspirations by 2030	Jonathan Geall	Cllr McAndrew (Environmental Sustainability)	12 July 2022
	Social Value Policy		O&S to review at the request of the Executive	Steven Linnett	Cllr Williamson (Financial Sustainability)	
	Annual Report		Report which will cover previous years’ performance against corporate pan priorities	Ben Wood		

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<b>20 September 2022</b>	Housing Strategy Action Plans		Issue raised at previous meetings of O&S Committee following concerns about social rent levels and the lack of affordable housing generally O&S agreed to review the Housing Strategy and Action Plan approved at Council in May 2022	Jonathan Geall	Councillor P Boylan – Neighbourhoods (Affordable Housing)	
	Implement stricter taxi emission requirements for all new vehicles and encourage others to do things (2c in Corporate Plan)	Sustainability at the heart of everything we do	Health and Emissions Requested as part of the WP development (Information report?)  Scrutiny on progress with the corporate plan.	Jonathan Geall	Cllr McAndrew (Environmental Sustainability)	



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<b>8 November 2022</b>	Publish revised Parking Standards Supplementary Planning Document covering new development, including provision for e-v charging points at new residential properties and locations. (2a In the Corporate Plan).	Sustainability	<p>Parking Charges and Parking in New Developments PCNs at Charringtons Car Park.</p> <p>Is the layout of the car park confusing on who can park where?</p> <p>Is the signage too complicated / could this be made more understandable (but be legislatively compliant). How can new car park developments be future-proofed in terms of signage?</p> <p>(Updated following WP discussion review)</p>	<p>Sara Saunders (Planning Aspect)</p> <p>Jess Khanom-Metaman (Parking Charges/signage)</p>	<p>Cllr McAndrew (Environmental Sustainability)</p>	
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	<p>We will ensure all voices in the community are heard</p> <p>Grow our digital communications channels (Instagram, Twitter, Facebook and LinkedIn (2a in the Corporate Plan</p>	Enabling our communities	<p>Scrutiny on progress with the corporate plan.</p> <p>On Line Services: What is being done to develop online services and encourage greater use of emails to send out information and from a Council Tax and Business Tax (NNDR) viewpoint encourage more to sign up by DD. How many residents are using emails for their enquiries (Figures are needed)</p> <p>digital exclusion update – what is the council continuing to do for those who cannot or do not want to use online services.</p> <p>(Updated following WP review 18 May</p>	Ben Wood	Cllr Cutting (Corporate services)	
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	Pre- Planning Advice Process and Service		Update on new process. Considered by Members on 31 March 2020 - process needed time to imbed	Sara Saunders	Cllr Goodeve (Planning and Growth)	
	Planning Enforcement Plan – Update on new working Practices		Update on new working practices Considered on 2 February 2021 – Chairman and VC posed the question “How are we going to improve the planning service considering the current increase in workload?”  (Deferred from June 2022 meeting – “Restructuring still take place and Government updates being received)			

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	<p>Section 106 Monies Update on the steps taken to involve Members in the spending / allocation of Section 106 monies and seeking t Members’ feedback on how this might or can be improved?</p> <p>All Member Briefing (legalities and limitation of funding) also proposed – to be confirmed as this falls generally with the remit of A&amp;G Committee</p>	Sustainability	<p>information report</p> <p>Requested at WP review discussion 17 May 2022</p> <p>All Member briefing September 2022</p>	Jackie Bruce	Cllr Williamson (Financial Sustainability)	
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<b>17 January 2023</b>  <b>To be confirmed</b>	<p>We will support town centres with post COVID recovery</p> <p>2a. Deliver the ERDF Launchpad 2 project</p> <p>2b. Work in partnership to support recovery of town centres and deploy ‘Welcome Back’ funding</p> <p>2c. Deliver the Jobsmart employment support programme</p> <p>2d. Continue to support administration of businesses grants</p>	<p>Encouraging economic growth</p>	<p>Scrutiny on progress with the corporate plan.</p>	<p>Either Chris Smith Andrew Figgis (both Ben Wood), or Su Tarran</p>	<p>Cllr Kaye – Communities  Cllr Goodeve – Planning and Growth</p>	
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	<p>We will create viable places</p> <p>3a. Support the Herts Growth Board with presenting a case for additional infrastructure investment in Hertfordshire</p> <p>3b. Complete construction of the multi-story car park on the Old River Lane site</p>	Encouraging Economic growth	Scrutiny on progress with the corporate plan.	<p>One of, Richard Cassidy</p> <p>Rob Mayo (Ben Wood)</p> <p>Sara Saunders</p>	<p>Cllr Kaye – Communities</p> <p>Cllr Goodeve – Planning and Growth</p>	
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<p><b>21 March 2023</b></p> <p><b>To be confirmed</b></p>	<p>We will ensure development is viable</p> <p>3c. Deliver an SPD and Masterplan for the Old River Lane site</p> <p>3d. Delivery of the strategic sites allocated in the District Plan in accordance with the housing trajectory.</p>	<p>Encouraging Economic Growth</p>	<p>Scrutiny on progress with the corporate plan.</p>	<p>Sara Saunders</p>	<p>Cllr Kaye – Communities Cllr Goodeve – Planning and Growth</p>	
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<b>June 2023</b>  <b>To be confirmed</b>	<p>We will ensure all voices in the community are heard</p> <p>2a. Grow our digital communications channels (Instagram, Twitter, Facebook and LinkedIn</p> <p>2b Continue to deliver Equalities, Diversity and Inclusion Strategies</p>	Enabling our communities	Scrutiny on progress with the corporate plan.	Lindsey Creed or Corinne Crosbourne (both Ben Wood)	Cllr Kaye – Communities	
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	<p>We will support our vulnerable residents</p> <p>3a. Relaunch the East Herts Healthy Hub to promote easier access to health and wellbeing advice and support</p> <p>3b. Provide specialist support to those facing or recovering from homelessness</p>	Enabling our communities	Scrutiny on progress with the corporate plan.	Either Simon Barfoot (Ben Wood), or Claire Bennet (Jonathan Geall)	<p>Cllr Kaye – Communities</p> <p>Cllr Goodeve – Planning and Growth</p> <p>Cllr Buckmaster – Wellbeing</p> <p>Cllr Boylan - Neighbourhoods</p>	
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<b>September 2023</b>	Keeping communities Safe 4a Support roll out of testing and vaccination centres  4b support national and county let campaigns on vaccine roll out and vaccine hesitancy  4c Provide regulator advice and support to business for safe re-opening	Enabling our communities	Scrutiny on progress with the corporate plan.	Jonathan Geall	Cllr Kaye - Communities	
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	<p>We will encourage greater use of the website and self-service for customers</p> <p>1a Expand use of the appointment booking system for customers who need to see us</p> <p>1b. Expand use of the chat box to help customers resolve their queries.</p>	Digital by default 2022/23	Scrutiny on progress with the corporate plan.	Ben Wood	<p>Cllr Kaye Communities</p> <p>Cllr Cutting – Corporate Services</p>	
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<b>November 2023</b>	<p>We will work with partners to ensure our communities are digitally enabled</p> <p>2a ensure fibre to the premise (FTTP) is provided on all new developments</p> <p>2b Support joint delivery of Harlow and Gilston Garden Town as a fully sustainable and digital “place”</p> <p>2c Support the Digital Innovation Zone to lobby for investment in our towns and villages.</p>	Digital by Default 2022/23	Scrutiny on progress with the corporate plan.	Ben Wood Sara Saunders	<p>Cllr Boylan – Neighbourhoods</p> <p>Cllr Goodeve – Planning and Growth</p> <p>Cllr Kaye - Communities</p>	
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**A number of items have been included for Members’ consideration following a refresh of the Corporate Plan agreed by the Executive on 8 February 2022**

**Members’ views are sought regarding the timetabling of issues which Members may wish to review.**

Last Updated on 30 May following Discussions with planning

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*Wproc\$/Stortford/BSWP/NPS/Overview and Scrutiny/2021 – 2021/Committee Work Programme Appendix*