

ECONOMY SCRUTINY PANEL

DATE	26th October 2021
REPORT OF	Sharon Wroot – Executive Director, Environment, Economy & Resources
SUBJECT	Regeneration Partnership Improvement Action Plan
STATUS	Open

CONTRIBUTION TO OUR AIMS

The Regeneration Partnership (the Partnership) between the Council and ENGIE Services Limited (ENGIE (currently operating as EQUANS)) contributes to the Council's strategic aims through the delivery of regeneration and infrastructure programmes, and direct delivery of a number of services that underpin the ambitions of a stronger economy and stronger communities.

EXECUTIVE SUMMARY

As a result of a Regeneration Partnership Review, a Partnership Improvement Action Plan (Plan) was developed and approved for implementation by Cabinet on 4th November 2019. Progress on the Plan has previously been reported to this Panel, and it was agreed to continue to provide assurance to the Panel through further reports as necessary. Progress against the Plan continues to be monitored through the Operational Board.

MATTER(S) FOR CONSIDERATION

Members are asked to consider the attached Regeneration Partnership Improvement Action Plan progress report

1. BACKGROUND AND ISSUES

- 1.1 As a result of the Regeneration Partnership Review, a Partnership Improvement Action Plan was developed, and approved for implementation by Cabinet on 4th November 2019.
- 1.2 The decision notice (DN.60) instructed that the Director of Economy and Growth report on progress and performance to the Economy Scrutiny Panel on a regular basis.
- 1.3 The attached Regeneration Partnership Improvement Action Plan (Improvement Plan) progress report has been produced and updated by the Council's Relationship Manager and is monitored through the Operational Board.
- 1.4 The attached report provides a narrative against each improvement action and includes a RAG rating assessment of the risk to delivery of each action. The RAG rating key is shown at the top of the attached report.

1.5 There remain some actions that were delayed due to the impact of Covid-19, however significant progress was made. Where appropriate a revised deadline has now been agreed for these actions and work is ongoing to ensure that these actions are delivered.

1.6 In total there are 87 improvement actions within the report. Of these:

77 actions are rated as 'BLUE' (Complete)

9 actions are rated a 'GREEN' (On track/substantially complete)

0 actions are rated as 'AMBER' (Minor delay to delivery of tasks)

1 action is rated as 'GREY' (Not yet started)

0 actions are rated as 'RED' (Major delay to delivery of task and/or to be achieved)

1.7 The action rated as GREY (Not yet started) will be considered as part of the Council's current transformation agenda.

1.8 Where actions are rated as 'BLUE' (Complete), the impact of these actions continue to be monitored and challenged through the performance management process and the Council's audit plan.

Members will note that there are a number of actions rated as 'GREEN'. The Council's Relationship Manager is satisfied that significant progress has been made on these actions and is confident that they will be completed imminently, or where appropriate an amended timeframe has been agreed as noted in 1.6.

1.9 The Partnership will develop a further improvement action plan to build on the excellent progress made and to ensure continuous improvement. This plan will be developed to commence 1st April 2022. The revised improvement plan will be reported to and monitored on a timely basis through this Panel.

2. RISKS AND OPPORTUNITIES

2.1 There are no specific risks associated with this report. In terms of projects and services delivered through the Partnership, risks are considered through the appropriate project boards and management meetings.

3. REPUTATION AND COMMUNICATIONS CONSIDERATIONS

3.1 There are no specific reputation or communications considerations associated with this report

4. FINANCIAL CONSIDERATIONS

4.1 There are no specific financial considerations associated with this report

5. CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

5.1 There are no specific climate change or environmental implications associated with this report.

6. MONITORING COMMENTS

In the opinion of the author, this report does not contain recommended changes to policy or resources (people, finance or physical assets). As a result no monitoring comments have been sought from the Council's Monitoring Officer (Chief Legal Officer), Section 151 Officer (Director of Finance) or Strategic Workforce Lead.

7. WARD IMPLICATIONS

- 7.1 The services delivered through the Partnership cover all Wards, although there are no specific implications relating to the contents of this report.

8. BACKGROUND PAPERS

- 8.1 Regeneration Partnership Improvement Plan Progress Report (attached)

9. CONTACT OFFICER(S)

Dave Tipple – Relationship Manager – Tel: (32)4662

Sharon Wroot
Executive Director, Environment, Economy & Resources

Regeneration Partnership Improvement Plan Progress

KEY TO RAG RATING

Major delay to delivery of task	RED
Minor delay to delivery of	AMBER
On track/Substantially	GREEN
Task not yet started	GREY
Completed and signed off by	BLUE

Area	Code	Action	Lead	Indicative Completion Date	Progress	RAG
Comms & Complaints	CC01	Engie SMT/service SMT agendas to include communications and invite the communications manager to the meetings to ensure reputational matters are dealt with promptly and effectively	Marcus Asquith	31/12/2019	Comms protocol introduced and attendance meetings ongoing.	BLUE
Comms & Complaints	CC02	Improve communication and collaboration with Paul Ellis' team to ensure best practice is being followed and improve effectiveness of dealing with FOI and complaints	David Baker	31/12/2019	Ongoing responsibility. FOI progress is fed back to Ops Board by service.	BLUE
Comms & Complaints	CC03	All projects to have reputational matters considered and communications team input from the outset	Claire Bradbury	31/12/2019	All projects are discussed with Communications at the outset and a Communications Plan developed. The PMO work closely with Communications during the delivery of projects.	BLUE
Comms & Complaints	CC04	Partnership awareness training – expectations to be set and managed including the councillor guide, complaints process and how the partnership operates in particular in relation to the contract	Paul Thorpe/Dave Tipple/Paul Windley	31/03/2022	<p>Dave Tipple and Phil McConnell met early Jan 2020 to commence development of full Partnership Awareness framework. Reliant in part on completion of review of complaints systems by the Council's Service Design Team. Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements.</p> <p>September 2021: Implementation delayed due to Covid. Political awareness training to ENGIE SMT by the Council's Chief Monitoring Officer completed on 22/7/2021. Status remains green based on revised timeline.</p>	GREEN

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Comms & Complaints	CC05	Review partnership staff recruitment and induction content to include political awareness	Paul Thorpe/Paul Windley	31/03/2022	<p>Essentially complete. The induction process will include the training that is developed and rolled out as part of PO01 & PO02. This is currently in the development stage due to key staff being engaged the election process. Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements. SMT induction in progress.</p> <p>September 2021: Implementation delayed due to Covid. Status remains green based on revised timeline.</p>	GREEN
Comms & Complaints	CC06	Demonstrate councillor requests performance data in the scorecard data across all service areas within the partnership	David Baker/Yvonne Vermeersch	31/03/2022	<p>Follows on from the item CC09 below as an output of the feedback process. Links to corporate project for improvements to members portal. This is in-progress but will not be delivered according to the original timeline. Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements.</p> <p>October 2020: Council's Service Design Team are leading the trial of a revised process, with rollout across all service areas expected by the end of 2020/21. Implementation date amended to reflect this.</p> <p>September 2021: Development of process was stalled but is now making progress. Status remains green based on revised timeline.</p>	GREEN
Comms & Complaints	CC07	Review the ward sponsor scheme and determine the necessity for such a scheme beyond the more regular informal portfolio holder meetings that are recommended by the Assistant Directors. If the ward sponsor scheme is to continue, to produce terms of reference and include expectations for members to ensure that the scheme operates for the benefit of all involved	David Baker/Dave Tipple	31/01/2020	<p>List reviewed and revised and presented at December member's event. Re-launch options during the current COVID-19 social distancing arrangements being considered by Leadership team.</p> <p>October 2020: Revised Ward Sponsor Scheme has been signed off by NELC, meaning we can now progress with the initial steps of the ward sponsor scheme.</p> <p>September 2021: Ward Sponsor Scheme relaunched September 21 following SMT and SLT restructure.</p>	BLUE

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Comms & Complaints	CC08	Review the reporting of issues process from start to finish (with all stakeholders) to ensure expectations are managed appropriately. This should include how issues are reported (achieve form segregation, what is requested), reviewed (how determined, who) and responded to (hierarchical approval route). The online portal is shown here: https://nelincolnshire-self.achieveservice.com/MyServices	David Baker/Dave Tipple/Yvonne Vermeersch	31/03/2022	<p>NELC's service design team are working on this review.</p> <p>October 2020: Council's Service Design Team are leading the trial of a revised process, with rollout across all service areas expected by the end of 2020/21. Implementation date amended to reflect this.</p> <p>September 2021: Development of process was stalled but is now making progress. Status remains green based on revised timeline.</p>	GREEN
Comms & Complaints	CC09	Request feedback from councillors on the response provided by Engie, collate the data and provide this performance data in the scorecard too.	David Baker/Yvonne Vermeersch	31/03/2022	<p>Meeting with Cllr Shreeve to discuss interface with the members portal and need for feedback on member raised queries took place in Feb 2020. Options being considered for linking back-office systems to members portal and improvements in OoH processes. Links to corporate project for improvements to members portal.</p> <p>October 2020: Council's Service Design Team are leading the trial of a revised process, with rollout across all service areas expected by the end of 2020/21. Implementation date amended to reflect this.</p> <p>September 2021: Development of process was stalled but is now making progress. Status remains green based on revised timeline.</p>	GREEN
Comms & Complaints	CC10	Councillor guide to be updated for Highways and Transport and included in the training for members.	Luke Greaves	31/12/2021	<p>Highways and Transportation to develop a service brochure to outline service areas and their responsibilities. This will be circulated to members once complete.</p> <p>September 2021: Delayed due to ENGIE Highways and ENGIE SLT/SMT restructures. Restructures now finalised and recruitment progressed. Seek AD approval for distribution of revised structure and responsibility information with revised timeline for December 2021.</p>	GREEN

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Contract Management	CM01	Consider the impact of contractual and service changes on the profit margin and profit sharing agreement	Dave Tipple/David Baker	31/01/2020	Initial discussions. Consider with improved financial information shared with the Council. October 2020: To be considered as part of ongoing contract negotiations. September 2021: Impacts included in Q1 2021 financial performance information.	BLUE
Contract management	CM02	Review the contract management arrangements provided in the options paper	Joanne Robinson/Sharon Wroot	30/04/2020	Not yet progressed, to be considered as the new operating model is developed Q1 2020 September 2021: No further update.	GREY
Finance	FI01	An NELC manager be made accountable as budget manager for all Engie managed revenue and capital budgets (budget manager to be allocated in line with the Assistant Director level areas of responsibilities in the decision hierarchy)	Paul Allen	30/11/2019	Complete	BLUE
Finance	FI02	Orders and direct payments to Engie, above a value to be agreed, are required to be authorised by NELC staff in accordance with budget responsibility and in line with authorised levels of delegation	Paul Allen	30/11/2019	Complete	BLUE
Finance	FI03	NELC staff to ensure orders are completed promptly for all non-core services requested and provided by Engie	Paul Allen	30/11/2019	Agreed and ongoing chasing process now in place.	BLUE

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Finance	FI04	ENGIE to provide summary financial management information on a quarterly basis	David Baker/Kerry Chapman	31/12/2019	<p>Results for Q3 2019 provided. Minor amendments to format to be included in results for Q4 2019 now due. Agreement over resource implications and timing of challenge to be agreed.</p> <p>April update: Currently working on financial results for Q1 2020. Also looking at options to increase resources within the ENGIE finance team to support delivery of these results going forward.</p> <p>October 2020: Draft financial statement for end of Q1 2020 pending circulation. Staff recruitment and restructure now complete to increase resources in the team that produce maintain the finance data and produces the quarterly statements.</p> <p>September 2021: Financial information for 2019/20 and 2020/21 provided. Quarter 1 2021/22 financial performance information provided. New staffing arrangements in place.</p>	BLUE
Finance	FI05	The following areas of managed budgets be reviewed by the Council and Engie to identify options to improve income generation: Planning and Security	Paul Allen/David Baker	31/12/2019	<p>Meeting held in January 2020 to cover both Planning & Security. Options for both discussed. Additional planning income options incorporated in the budget setting for 2020/21 and the contract savings for 2020. Options for Security are to be incorporated in the review of enforcement activity.</p>	BLUE
Governance	GO01	Diarise monthly 1:1 meetings with AD and ENGIE head of Service	Mark Nearney/Damien Jaines-White/Carolina Borgstrom/Wendy Fisher/Spencer Hunt	30/11/2019	<p>PC meetings diarised</p>	BLUE
Highways and Transport	HT01	Develop robust concise and consistent governance arrangements	Mark Nearney/Luke Greaves	31/12/2019	<p>LG & MN are developing a package of measures to provide clarity of governance and decision making procedures. Measures introduced so far include weekly PfH catch up sessions, clarity given to H&T staff of PfH approval processes</p> <p>Dec Update - H&T staff all fully briefed by LG as to procedures, this includes clarity on processes for submission of funding bid, PfH reports ^& Cabinet reports</p>	BLUE

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Highways and Transport	HT02	Improved Engagement with Elected Members to include review of the communications protocols for major projects and LTP schemes to ensure earlier and more effective Member and Public Engagement	Mark Nearney/Luke Greaves	31/12/2019	Improvements to PfH & member briefings & engagement made so far include:- 1- Introduction of weekly PfH catch up sessions 2 - Introduction of mandatory items at the monthly PfH briefings 3 - Briefing to H&T staff of expectations on member engagement 4 - Inclusion of PfH in setting 2020/21 LTP programme 5 - Inclusion of PfH in submission of funding opportunities 6 - Standard format for PfH briefings has been set Dec Update - All of the above now standard practice	BLUE
Highways and Transport	HT03	Undertake a full review of the current gully cleaning schedule adopting a risk based approach. To be agreed by NELC Highway Strategic Lead, Engie, Environmental Services and portfolio holder.	Mark Nearney/Luke Greaves	29/02/2020	Andy Smith of the Drainage team has been working with Neighbourhood Services to develop the programme. Final draft proposal expected mid-Nov 19 April update. Review complete and implemented.	BLUE
Highways and Transport	HT04	Improved communication and road safety data sharing between Engie Safer Road and Environmental Services to ensure resources are targeted based on risk.	Luke Greaves/Carolina Borgstrom	29/02/2020	Both LG & CB attend monthly PfH briefing sessions. At this platform upcoming works/projects are discussed. H&T have also been briefed on the requirement to engage with Environmental Services April update: Quarterly update meeting between SRH and PfH have been established.	BLUE
Highways and Transport	HT05	Verge maintenance schedule to be reviewed annually adopting a risk based approach and agreed by NELC Highway Strategic Lead, Engie, Environmental Services and portfolio holder. This process would need to be closely linked with annual budget setting.	Mark Nearney/Luke Greaves	29/02/2020	Initial work undertaken to review areas of regular concerns (sightlines on A18). Highways inspections have been made at worst case scenario between cuts, which flagged no concerns with current regime. Discussions will take place during budget setting. If this means current schedule is improved or maintained at the same level during budget setting, no further highways review will be required. September 2021: No further update. Action complete.	BLUE

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Highways and Transport	HT06	Undertake review of all H&T fees, charges and penalties to ensure opportunities for Council income are optimised	Mark Nearney/Paul Thorpe	31/03/2020	<p>Partial introduction through the Street works Permit Scheme. Further work to be actioned to review other potential additional revenue opportunities.</p> <p>April Update: Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements.</p> <p>October 2020: Approval received to progress the implementation of the car parking charges review.</p> <p>September 2021: Street works permit scheme introduced. Review of S278/38 fees complete.</p>	BLUE
Highways and Transport	HT07	Scartho Bus Lane/Congestion project	Debbie Swatman	31/03/2020	<p>Project Actioned. Formal PfH approval obtained. Works programmed to be complete late 2019</p> <p>Dec Update - Works on site and scheduled for completion Dec 2020</p>	BLUE
Highways and Transport	HT08	TRO Improvement utilising the TRO Policy, approved by Cabinet Sept 2018, to provide clear guidance for the introduction of TRO's and residents parking schemes, ensuring consistency and transparency and improved understanding around the TRO process.	Luke Greaves/Debbie Swatman	31/03/2020	<p>Update on TRO programme is now a mandatory item at the monthly PfH briefing. Review of TRO programme and the way in which its' structured is currently underway.</p> <p>April Update: 2020 TRO program approved at cabinet and implementation has begun.</p>	BLUE
Highways and Transport	HT09	Obtaining Social Value from contractors	Luke Greaves	31/03/2020	<p>LG had worked with a number of framework contractors to deliver social value for NELC. This includes repair works to Cleethorpes Maze and fencing works at Railway Place. Both packages of works were delivered at £0 cost to NELC.</p>	BLUE
Highways and Transport	HT10	Develop stronger project pipeline for larger/externally-funded schemes to capitalise on external funding opportunities when they arise	Mark Nearney/Marcus Asquith	31/03/2020	<p>H&T currently have a number of funding applications submitted to DfT & LEP's. Decisions due early 2020 H&T will be submitting further bids to DfT subject to PfH approval.</p>	BLUE

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Highways and Transport	HT11	Strong Economy Priority Intervention - Deliver key strategic highways infrastructure to reduce congestion including development of project pipeline	Mark Nearney/Luke Greaves	31/03/2020	H&T have submitted 2 bids to DfT. If successful these funds will support this target. An additional Pinch point DfT bid is to be submitted in Jan 2020. Engagement with PfH has started on potential bids. In 2020 H&T will also be reviewing the Highways Strategy ensuring it supports the Local Plan. Oct 2020 - Based on 2 recent outline businesses case approved for GLLEP plus 2 DfT Bids recently to support coved measures the AD provided sign off for this item.	BLUE
Highways and Transport	HT12	Strong Economy Priority Intervention - Deliver approved LTP programme with commitment to member engagement and improved communications	Mark Nearney/Luke Greaves	31/03/2020	Drafting of 2020/21 LTP programme complete. PfH has been involved in project selection through the selection period. The LTP programme is also a mandatory item of the monthly PfH update, this ensures PfH is fully briefed on programme delivery.	BLUE
Highways and Transport	HT13	Use of Local Transport Plan as guiding principal	Martin Lear	31/03/2020	LTP overview presented to each sections team meeting within Highways and transport (Traffic due Jan 20). Portfolio Holder and Deputy Leader informed of LTP process Jul 19. 2020/21 Programme developed in line with LTP. External funding bids developed in line with LTP.	BLUE
Highways and Transport	HT14	Strong Economy Priority Intervention - Strategic review of transport, particularly access to employment and community transport. (Demand responsive transport). Work to achieve possible savings targets and improve efficiency.	Mark Nearney/Martin Lear	31/03/2020	Phone n Ride demand responsive community transport service contract let. Europarc bus service (access to employment) subject to review, reports provided to Portfolio Holder Nov19. April update: Additional Phone n Ride service for Bradley at no additional cost. Europarc subsidy extended to Sept 2020. Consultation exercise complete. Awaiting member instruction.	BLUE
Highways and Transport	HT15	Discuss dangerous highways measure to ascertain if the measure needs to be revised	Mark Nearney/Luke Greaves	31/03/2020	Discuss whether a stretch target should be considered. April update: A response on the changes to performance results was provided to Scrutiny. No further action on this point.	BLUE

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Highways and Transport	HT16	Introduce NELC Street Works Permit Scheme to reduce impact of street works on delays/congestion and improve coordination between utilities providers	Mark Nearney/Luke Greaves	30/04/2020	<p>Contractor appointed to develop Street works Permit Scheme. Scheme expected to be implemented 1st April 2020. Implementation delayed due to COVID-19 response. Contract change and approval of charges will be required prior to implementation.</p> <p>October 2020: Provisional business case (BN) approved by Cllr Swinburn now subject to formal process.</p> <p>September 2021: Steetworks implementation complete.</p>	BLUE
Highways and Transport	HT17	Develop and integrate a carbon reduction transport plan within the LTP	Carolina Borgstrom/Paul Thorpe	30/04/2020	<p>The new LTP, due in 2020, will take carbon reduction into account</p> <p>October 2020: Carbon reduction is something that we encapsulation in all our bids, and this is evidence in the DfT bids we have submitted that are all carbon reduction based (e.g. getting people on bikes). This approval has been signed of by Cabinet.</p> <p>The carbon reduction transport plan will be considered as part of the current LTP review, which is due to go before cabinet January 2021. The carbon reduction transport plan is also being considered as part of the Zero Carbon Road Map.</p> <p>September 2021: Zero Carbon Road Map produced and awaiting approval (example activities are; Active Travel Plan, Cycle Lanes, EV charger review & capability fund). This will form part of the LTP, which is currently under review. Complete subject to approval of the LTP in Summer 2022.</p>	BLUE
Highways and Transport	HT18	Create LTP dashboard	Mark Nearney/Luke Greaves	30/04/2020	<p>Created and available as part of LTP monthly monitoring. Further work will take place early 2020 as part of new LTP</p>	BLUE

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Highways and Transport	HT19	Renew Local Transport Plan	Mark Nearney/Martin Lear	30/04/2020	<p>Project Initiation Document produced and approved at SLT and Portfolio Holder, programme will now be rolled out. Initial Member Steering Group meeting to be arranged Jan 20.</p> <p>Consultation outstanding, delayed due to Covid-19. Completion still on target for December 2020. Suggest revision of completion date.</p>	BLUE
Highways and Transport	HT20	Preventative rather than reactive Highway maintenance based on best practice and good information on the condition of the infrastructure ensuring the right treatment applied to the right location at the right time	Mark Nearney/Luke Greaves	30/09/2020	<p>In 2019 all carriageway resurfacing works have been delivered over summer periods. This ensures the tarmac is being laid in optimum conditions thus ensuring longevity of the surfacing.</p> <p>October 2020: The Council are ranked in the top tier for highway maintenance by DfT and have been for sometime now. ENIGE report on highway asset data annually, which keeps NELC scrutinised by DfT. On this basis the AD agreed to signoff this item.</p>	BLUE
Highways and Transport	HT21	Report annually on CO ² emissions from transport within the borough (based on ADMS traffic flows) and the actions being taken to reduce them	Luke Greaves/Paul Thorpe	30/09/2020	<p>Base line data to be taken from Government figures in first instance. ENGIE Roadmap work will develop a baseline and tool for monitoring.</p> <p>October 2020: H&T are currently building a Saturn Model which when complete will encapsulate traffic volumes & movements, this will enable us to support local plan delivery & also provide us with a tool for strategic traffic solutions, with subsequent carbon reductions. Carbon reductions are also evidence in recent LEP funded schemes such as Moody Lane where we introduced additional lanes at Westgate Roundabout, in turned reducing queues & improving air quality. Carbon emissions from transport activities have also been reported as part of the Zero Carbon Road Map project.</p>	BLUE

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Highways and Transport	HT22	Set up a process of further annual review of the schedule to consider any changes required to the schedule due to new roads or changes to flooding patterns. This process would most likely need to be closely linked with annual budget setting.	Mark Nearney/Luke Greaves	30/09/2020	<p>Risk based approach adopted Q3 2019/20. Revised schedule being monitored but it is still in its infancy.</p> <p>October 2020: H&T now have representation at monthly DfT & EA meetings. This enables us to get new guidance first hand and implement in a sector. PfH is also hands on in regional meetings with EA & TfN.</p> <p>September 2021: No further update. Action complete.</p>	BLUE
Highways and Transport	HT23	Agree approach for regular benchmarking of H&T PAYG services to ensure day rates and scheme profitability are competitive in the regional market place	Mark Nearney/Paul Thorpe	30/09/2020	<p>Approach discussed at Partnership Board 17th Feb. Workshop to be arranged.</p> <p>October 2020: Workshop arranged for 19th October.</p> <p>September 2021: Being undertaken as part of PAYG fee benchmarking exercise linked to the contract extension. Due for completion 4/10/2021.</p>	BLUE

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Highways and Transport	HT24	Develop an EV strategy and implement a charging infrastructure	Carolina Borgstrom/Paul Thorpe	31/12/2020	<p>Draft EV Strategy has been produced and this needs embedding into the LTP as part of the review process in 2020</p> <p>October 2020: EV charging is considered for all Grant bids, and H&T will be looking to secure current DfT grants for EV charging within the Cleethorpes Bid. Again H&T have monthly meetings with DfT to fully understand their steer from Central Government & deliver where/when appropriate.</p> <p>The EV strategy will be considered as part of the current LTP review, which is due to go before cabinet January 2021. The EV strategy is also being considered as part of the Zero Carbon Road Map.</p> <p>September 2021: Zero Carbon Road Map produced and awaiting approval. Funding options for EV charging infrastructure currently being considered. This will form part of the LTP, which is currently under review. Complete subject to approval of the LTP in Summer 2022.</p>	BLUE
Highways and Transport	HT25	Local Flood Risk Management Strategy review	Mark Nearney/Paul Thorpe	31/10/2020	<p>PfH briefed on Revised Local Flood Risk Management Strategy. To be submitted for PfH approval 25th Nov 2019. Environment Agency's national strategy due Spring 2020 for NEL to align during 2020.</p> <p>October 2020: Annual Section 19 report goes to formal PfH, this happened once again in Sept 2020. ENIGE continue appropriate utilisation of FAWMA act funds that ensure we continue to improve at risks areas. Also worth noting that ENIGE have helped secure funds from Anglian Water & EA to undertake works on St Nicolas Drive & Willingham Street in 2020, this will protect circa 200 properties from future surface water flooding. On this basis the AD agreed to signoff this item</p>	BLUE

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Housing	HO01	Set realistic objectives in the Housing Strategy Plan to enable energy efficient homes, reducing carbon consumption and fuel poverty	Mark Nearney/Paul Thorpe	30/11/2019	<p>On-going meetings arranged</p> <p>April Update: Work in progress. Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements.</p> <p>October 2020: No outstanding actions regarding fuel poverty in the Housing Strategy. Housing Action Plan has been updated to reflect these requirements although the Zero Carbon Road Map will likely supersede this.</p> <p>April 2021- Greens Home Grant (Local Authority Delivery (LAD2)), secured £850,000 to improve the thermal envelope of residential properties.</p> <p>September 2021: Zero Carbon Road Map produced and awaiting approval.</p>	BLUE
Housing	HO02	Transfer (via secondment) of the Housing Manager to the Council to undertake the role of the Strategic Housing Manager	Mark Nearney/Paul Thorpe	30/11/2019	Complete	BLUE
Housing	HO03	Revise the HADAP to enable innovation for the delivery of DFG and Home Energy Efficiency	Mark Nearney/Paul Thorpe	30/11/2019	Complete	BLUE
Housing	HO04	Embed the new HADAP within the working practices of the DFG technical and Housing team. Review existing processes and implement improvements.	Mark Nearney/Paul Thorpe	31/01/2020	An action plan has been developed by our colleagues in CCG and this will demonstrate when the changes to the HADAP have been completed. The general principals of the HADAP have been embedded into the working practices of the teams. This is ready to be signed off by SMT	BLUE
Housing	HO05	Deliver the GLEEP programme	Mark Nearney	31/03/2020	This is completed. The GLEEP scheme is up and running.	BLUE
Housing	HO06	Review stakeholder engagement and deliver improvements with communication and partnership working	Mark Nearney/Paul Thorpe	31/01/2020	<p>Need to arrange a meeting to consider after Cabinet 6th November. Fuel poverty in existing properties ongoing raising awareness and assisting with schemes to reduce fuel poverty</p> <p>April update: processes and governance now in place. Complete</p>	BLUE
Housing	HO07	All Housing documentation to be paperless and records held on Civica	Paul Thorpe	30/04/2020	Housing Enforcement and Home Energy paperless. A review of the system used by enforcement is to be linked to other enforcement teams, in particular, Environmental ASB & ASB.	BLUE

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Housing	HO08	Report annually on CO2 emissions from Housing & incidents of fuel poverty within the Borough	Carolina Borgsram	30/04/2020	Taking info from national stats	BLUE
Housing	HO09	Set out a home energy conservation strategy aligned to Council targets, including the actions being taken to reduce emissions	Carolina Borgstrom/Paul Thorpe	30/04/2020	<p>Work ongoing to understand roles and responsibilities</p> <p>October 2020: Fuel poverty included in Housing strategy. Updated the Statement of Intent, bringing it in line with the current Energy Company Obligation (ECO). Fuel poverty improvements reported through KPI's. The Housing Action Plan has been updated to reflect these requirements. To be reviewed again in 6 months informed by the outcome of the Zero Carbon Road Map development process.</p> <p>April 2021: Greens Home Grant (Local Authority Delivery (LAD2)), secured £850,000 to improve the thermal envelope of residential properties.</p> <p>September 2021: Zero Carbon Road Map produced and awaiting approval.</p>	BLUE
Housing	HO10	The handyperson service to be appointed as Trusted Assessors to undertake DFG works	Mark Nearney/Paul Thorpe	31/12/2021	<p>Working with CCG and NHS to implement. Developing action plans which will be agreed as part of the transition for implementation. Delay experienced with Occupational Therapists pre-prioritising their service to support the NHS in response to COVID-19.</p> <p>August 2021: Further consideration on the approach to be taken which will be informed from decisions which are made by CCG & OTs. Being considered at DASS Strategic group. Status remains green based on revised timeline.</p>	GREEN
Housing	HO11	Provide expert information, advice and guidance on energy efficiency and affordable warmth for households e.g. big community switch, financial grants	Paul Thorpe/Mark Naerney	Ongoing	Complete	BLUE
Incentivisation	IN01	Consider all grant funding options and maximise opportunities for commercial activity/income generation	Dave Tipple/David Baker (All)	31/12/2019	External grant opportunities are discussed with PfH each month at the briefing	BLUE

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Planning and Building Control	PBC01	Produce customer satisfaction surveys for both Planning & Building Control and agree appropriate measures.	Mark Nearney/Paul Thorpe	31/12/2019	Building Control survey live. Development Management Survey produced. Agreed success criteria with MN October 2020: Draft surveys produced but set up on the Council's DPA compliant systems before circulation. September 2021: Surveys complete and results included in the performance information for Scrutiny.	BLUE
Planning and Building Control	PBC02	Agree communications/engagement plan detailing approach to engaging with key stakeholders (e.g. developers forum, H&D Board, Parish Councils, NDPBs (Environment Agency, Historic England etc)	Mark Nearney/Paul Thorpe	31/01/2020	Plan produced. To be agreed by MN. September 2021: No further update. Action complete.	BLUE
Planning and Building Control	PBC03	Review, agree and deliver approach to training for Planning Committee Members	Paul Thorpe	31/01/2020	Annual programme in place and delivered this year. Ward member training also scheduled.	BLUE
Planning and Building Control	PBC04	Review and agree approach to review the Local Plan (e.g. adopt new Statement of Community Involvement)	Mark Nearney/Paul Thorpe	31/03/2020	Schedule produced. Needs sign off. October 2020: Decision to review approved at Cabinet as was SCI. Due to issue of planning white paper, ENGIE to recommend to wait until NPPF is reviewed towards end of year then review again. September 2021: Decision to re-commence review in advance of Government whitepaper received.	BLUE
Planning and Building Control	PBC05	Regularly review demand on planning/building control resource	Mark Nearney/Paul Thorpe	Ongoing	Discuss in 1:1's with Mark	BLUE
Political awareness	PO01	Develop training sessions for different levels, identify relevant staff and deliver training in accordance with requirement	Paul Thorpe/Paul Windley	31/03/2022	Draft training program currently with Democratic Services for review/approval. October 2020: Indicative date for completion changed to 31/12/2020 following discussion with Law & Democratic Services. September 2021: Implementation delayed due to Covid. Status remains green based on revised timeline.	GREEN

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Political awareness	PO02	Develop e-learning package on political awareness for future staff requirements	David Baker/Paul Windley	31/03/2022	<p>Meeting held with Engie colleague to discuss way forward. Elections and staff shortages have delayed development of e-learning package to date, but will move forward with project. Implementation of this action has been delayed as a result of the COVID-19 social distancing requirements.</p> <p>October 2020: Indicative date for completion changed to 31/12/2020 following discussion with Law & Democratic Services. Change status to green based on revised completion date.</p> <p>September 2021: Implementation delayed due to Covid. Status remains green based on revised timeline.</p>	GREEN
Property Asset Management	PAM01	Review senior structure and consider amalgamating all property team into one service	Paul Thorpe	30/11/2019	Complete	BLUE
Property Asset Management	PAM02	Review all property assets to identify best growth opportunities for the council	Wendy Fisher/Paul Thorpe	31/01/2020	<p>Review team in place. Consultation with individuals placed on hold until after the COVID-19 Event.</p> <p>October 2020: New structure introduced from 1st September 2020.</p>	BLUE
Property Asset Management	PAM03	Review and standardise the format of written updates to enable the sharing of consistent communications	Wendy Fisher/Paul Thorpe	31/01/2020	Review team in place	BLUE
Property Asset Management	PAM04	Maximise rental income through rent review programme	Wendy Fisher/Paul Thorpe	31/03/2020	Budget revised and new structure being discussed to be implemented on 1st April	BLUE
Property Asset Management	PAM05	Explore the opportunity to maximise community asset transfer	Wendy Fisher/Paul Thorpe	31/03/2020	Budget revised and new structure being discussed to be implemented on 1st April	BLUE
Property Asset Management	PAM06	Explore and purchase utility contracts which provide best value for the council	Carolina Borgstam/David Baker	31/03/2020	Contract awarded. Option for carbon neutral electricity taken, giving a reduced carbon footprint for the council and providing mitigating action against the recently declared climate emergency.	BLUE
Property Asset Management	PAM07	Introduce a new commercial and strategic property lead post	Wendy Fisher	30/04/2020	<p>Review team in place</p> <p>October 2020: New structure introduced on 1st September 2020.</p>	BLUE

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Property Asset Management	PAM08	Introduce a manager to be responsible to operationally manage Markets and Business centres and to implement findings of the review	Wendy Fisher/Paul Thorpe	30/04/2020	<p>Review of team an approach ongoing. Consultation with individuals placed on hold until after the COVID-19 Event.</p> <p>October 2020: New team established on 1st September.</p>	BLUE
Property Asset Management	PAM09	Introduce an Estates and Valuation professional to support all regeneration projects	Wendy Fisher/Paul Thorpe	30/04/2020	Agreed approach to fund the regeneration and development projects through introducing suitable resource on a as and when required basis.	BLUE
Property Asset Management	PAM10	Develop a building energy management systems (BEMS) bureau alongside the proposed remote alarm/alert system	Carolina Borgstrom/Paul Thorpe	30/04/2020	<p>In progress through SMART Energy programme. Initial conversation have commenced with TEAMS. Temporarily postponed due to COVID-19.</p> <p>October 2020: CR commissioned on 22nd September, with the agreement for the council to project manage the introduction of the EIS, with support from ENGIE.</p> <p>February 2021: Public Sector Decarbonisation Plan (PSDP) grant of £2.9m secured to introduced decarbonisation measures at six properties.</p> <p>August 2021: Low Carbon Skill Fund grant of £58k secured to undertaken three feasibilities</p> <p>September 2021: EIS produced and implemented as part of SMART Energy Project. Currently looking for additional funding options to potentially further enhance BEMS coverage.</p>	BLUE

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Property Asset Management	PAM11	Review condition of estate and options for improvements and benchmark through Energy Performance Certificates (EPC)	Wendy Fisher/Paul Thorpe	30/06/2020	<p>On track. An agreed approach has been approved with the PfH and this will be progressed in the new financial year and funded by capital backlog programme. Procurement of EPC contract commence in WC 27th April.</p> <p>October 2020: New EPC contract established in August 2020 with an three year programme agreed and being delivered.</p>	BLUE
Property Asset Management	PAM12	Provide start up advice and development guidance for local businesses	Wendy Fisher/Paul Thorpe	30/06/2020	<p>A review of property services is ongoing.</p> <p>October 2020: Estates and Valuation service transferred back to the Council 1st September 2020.</p> <p>September 2021: No further update. Action complete.</p>	BLUE
Property Asset Management	PAM13	Review rent and Service Charge and compare with local market rates	Wendy Fisher/Paul Thorpe	31/07/2020	<p>On track</p> <p>October 2020: Complete</p>	BLUE
Property Asset Management	PAM14	Regularly monitor and report annually on energy consumption and carbon emissions, and present to Elected Members and building users	Carolina Borgstrom/David Baker	30/09/2020	<p>To be reported as part of Corporate Asset Management Plan refresh. Feb 2020 specification agreed for enhanced energy reporting and EIC. Meeting with existing system supplier arranged for early March. Cabinet have also approved that ENGIE are commissioned to undertake a review of emissions from Council operations and establish a roadmap to carbon neutrality. This will be completed in 2020.</p> <p>October 2020: CR commissioned on 22nd September, with the agreement for the council to project manage the introduction of the EIS, with support from ENGIE.</p> <p>September 2021: Energy consumption and CO₂ emission data included in performance information provided to Scrutiny. EIS produced and implemented as part of SMART Energy Project and available on Council website for building users.</p>	BLUE

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Property Asset Management	PAM15	Routinely identify, investigate variations in energy use and make recommendations for corrective action through planned maintenance and design projects	Paul Thorpe/David Baker	30/09/2020	Ongoing responsibility. Also links to PAM14 above. Enhanced reporting will be developed as part of that implementation. October 2020: CR commissioned on 22nd September, with the agreement for the council to project manage the introduction of the EIS, with support from ENGIE. September 2021: EIS produced and implemented as part of SMART Energy Project. Action Complete.	BLUE
Security	SY01	Establish process for supply of regular data to meet the measure: number of CCTV images used by police in securing conviction	Paul Thorpe	31/10/2019	Complete	BLUE
Security	SY02	ENGIE to attend the CCTV strategic group board meeting and support the delivery of the agreed outcomes	Spencer Hunt/Paul Thorpe	30/11/2019	Complete	BLUE
Security	SY03	Introduce suitable supervisory support to the security and CEO team	Paul Thorpe	31/12/2019	Complete	BLUE
Security	SY04	Review and improve communication with internal and external stakeholders	Spencer Hunt/Paul Thorpe	31/01/2020	Fortnightly meetings now established	BLUE

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Security	SY05	Review and improve governance of operational security services and ensure they are linked to the strategic outcome	Paul Thorpe	31/01/2020	This is completed. Discussed and agreed with Spencer for operational meeting to be included within the wider Safer Communities teams. Paul Caswell chairs the operational meetings and Paul Thorpe attends the Strategic CCTV meeting Town Centre Safety meetings.	BLUE
Security	SY06	Review technologies to ensure suitable to meet enforcement needs	Paul Thorpe	31/01/2020	The current technologies are coming to the end of their life. A review has been completed and a proposal will be presented to Cabinet in June to seek approval to replace the full CCTV system. Cabinet decision delayed due to COVID-19 event. Waiting confirmation of cabinet to resume in June. October 2020: Cabinet approved the procurement of a new Public facing CCTV system for the authority. Project governance established on 17th July 2020, with project T&F group implemented from 20th August 2020.	BLUE
Security	SY07	Review and standardise the format of written updates to enable the sharing of consistent communications	Paul Thorpe	31/01/2020	On Track	BLUE
Security	SY08	Review the monthly RDC operational review meeting to link with the CCTV strategic outcome of the council	Spencer Hunt/Paul Thorpe	31/01/2020	Complete	BLUE

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Security	SY09	Agree CCTV Strategy through Safer NEL	Spencer Hunt/Paul Thorpe	30/04/2020	<p>Strategic group formed to review options. Draft Strategy in development. Cabinet report to be presented in April 2020. Cabinet decision delayed due to COVID-19 event. Waiting confirmation of cabinet to resume in June.</p> <p>October 2020: Strategy & Capital investment approved by Cabinet in July 2020. ACTION COMPLETED</p>	BLUE
Security	SY10	Review condition of CCTV assets and options for improvements	Spencer Hunt/Paul Thorpe	30/04/2020	<p>CAPITA Report completed with recommended options. This will be covered as part of CCTV Project Group. Cabinet report to be presented in April 2020</p> <p>October 2020: Cabinet approved the procurement of a new Public facing CCTV system for the authority. Project governance established on 17th July 2020, with project T&F group implemented from 20th August 2020.</p>	BLUE