

Appendix A - Service Action Plan					
Enterprise					<i>Please note - updates are shown in italics.</i>
Action	Corporate Objective	Target/Aim/Outcome	Planned Start Date	Due Date	Current Progress
2022/23					
Museum and Town Hall					
Covid Recovery Hitchin Town Hall	Brighter future together	For the level of hires of Hitchin Town Hall, and the level of income to have recovered to the point of parity with pre pandemic levels (assumes the current pandemic situation continues to improve).	Ongoing		In the two financial years prior to the pandemic, the town hall generated £54k in 2018/19 and £69k in 2019/20 in hall and room lettings. If the performance in the first quarter of 2022/23 were to be repeated throughout the year, this would result in a total income figure of over £71k. This indicates a strong recovery so far this financial year although there are some caveats. Fitness class income is projected to be over £25k based on Q1 performance, having achieved totals of £11k and 20k respectively in the two years prior to the pandemic. Bar takings are lagging behind target but this is generally due to the nature of bookings held rather than a performance issue and we expect to recover some lost ground on this front as the year progresses. Cafe and catering income, linked to lower visitor figures, is also lagging behind at a projected £30k by year end compared to £45k target. Overall, income is approximately 15% behind target, or around a £6k shortfall thus far, which, considering the ongoing recovery and lack of bar events, is encouraging.
Covid Recovery North Herts Museum	Brighter future together	For the level of visitors to North Herts Museum to have recovered to a point of parity with pre pandemic levels. (Assumes the current pandemic situation continues to improve).	Ongoing	01/03/23	Prior to the pandemic, the museum was on course to attract over 35,000 visitors in its first full year of operation. This equates to roughly 3000 visitors per month which fluctuates with seasonal variation and which exhibitions are on. In the midst of the Pandemic, June 2021 saw a total of 1103 visitors. <i>By comparison, April 2022 (Paddington exhibition) saw 2957 visitors, May 2022 has seen 2144 visitors, June 2022 saw 2525 and July 2285 visitors. This indicates a continuation of a gradual but positive return towards pre pandemic visitor numbers. Gift Shop performance and margins are tracking according to target, which signals really positive performance when compared to visitor number however it remains finely balanced and is still too early to draw firm conclusions.</i>
Burymead Redevelopment	Brighter future together	Procurement of the necessary developers and consultants to be undertaken and completed. North Herts Museum collection to have been successfully temporarily relocated and for construction work to be underway at the Burymead site on the new museum storage facility.	01/09/22	01/03/23	Having decided upon a conventional procurement route, we have engaged with two local consultants with a background in museum and storage developments. These consultants are currently reviewing the project and are due to come back to us with a feasibility proposal for the project. This will then lead to a full specification, project brief, cost evaluation and ultimately procurement for an overall construction company to undertake the works. Having moved away from a framework procurement, this new approach aligns with our revised timescales and should lead to construction starting in the Spring of 2023. <i>The museum collection will need to be relocated by this point and we have had initial discussions and outline quotations for transportation and storage options during the construction period.</i>

Bancroft Kiosk	Brighter future together	To renovate the existing wing of the Bancroft pavilion into a compliant food service area with all relevant license conditions and regulations adhered to, till systems and commercial kitchen equipment installed. To have fully established a food premises servicing Bancroft green space.	01/04/22	01/08/22	A planning application has been submitted and registered for the Change of Use of the wing of Bancroft Pavilion concerned. There is currently an 8 week lead time on planning applications meaning we are unlikely to receive approval until the end of August. New job descriptions and Person Specifications have been drafted for the changes to the staffing structure which are currently being reviewed for indicative grading by HR. A hybrid Business Case and Restructure report has been drafted and shared with HR and Finance for review which focusses on demonstrating the merits of expanding the Catering staffing structure and running this venture in house. Quotations have also been received for a full fit out of the pavilion wing into a food preparation space which would meet the needs and criteria necessary to receive a high food hygiene standards rating. Due to the need to recruit and undertake works at the site following anticipated approval of planning applications and reports, it is anticipated that this operation will not now launch until the end of September 2022, with the merits of opening out of season vs waiting until the Spring still to be determined.
Estates					
Block letting of 55 Harkness Court, Hitchin	Brighter future together	Letting entire building to NHDC's trading company with aim of generating rental income for NHDC and providing four new homes.	01/04/22	31/07/22 Revised to 14/10/22	Landscaping works complete. Snagging works in progress. Energy Performance Certificate ("EPC") assessment in progress. Building Control checks in progress. Heads of terms for block lease devised and sent to Legal Services with instruction to draft block lease. <i>Due Date for completion of letting revised to 14/10/22 as Building Control approval process has identified remedial action required.</i>
Disposal of Land off Castlefield, Preston.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	31/08/22	<i>Planning permission confirmed for 21 homes, 7 of which affordable. Disposal completed on 12/08/22. Capital money received.</i>
Disposal of Land at Ivel Court, Letchworth.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	31/08/22 Revised to 09/12/22	Exchanged contracts. Section 106 agreement advanced. Planning resolution granted for 24 homes, 8 of which affordable. <i>Due Date for completion of disposal revised to 09/12/22 (Part 2 contains further information).</i>
Disposal of Land rear of Clare Crescent, Baldock.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	31/08/22 Revised to 18/11/22	Section 106 agreement completed. <i>Planning permission for 24 homes across both sites (8 on NHDC's land & 16 on adjoining landowner's land) has been confirmed. Due Date for completion of disposal revised to 18/11/22 (Part 2 contains further information).</i>
Rectification of structural and fabric issues at Thomas Bellamy House.	Brighter future together	Arrest structural & fabric issues and make presentable to maximise marketability for letting out or selling.	01/04/22	31/01/23	Final occupier has vacated building. This has enabled Estates to instruct NHDC's Property Services to commence programme of remedial works to building structure & fabric.
Marketing & disposal of Land adjacent 9 North End, Kelshall.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	01/04/22	31/03/23	Outline planning permission granted for 1 house. Land marketed for disposal with benefit of the permission during Summer 2022. <i>Bidder selected. Heads of terms agreed. Contract of sale agreed.</i>
Marketing & disposal of Land at The Snipe, Weston.	Brighter future together	Generate rental income and/or capital receipt.	01/04/22	31/03/23	Disposal on hold whilst research options for developing land for homes with external party, with a view to retaining all or portion of homes to generate rental income stream and/or a capital receipt from part disposal. <i>Discussion resumed with adjoining landowner (Part 2 contains further information).</i>
Marketing & disposal of Land at Yeomanry Drive, Baldock.	Brighter future together	Generate rental income and/or capital receipt.	01/04/22	31/03/23	Disposal on hold whilst research options for developing land for homes with external party, with a view to retaining all or portion of homes to generate rental income stream and/or a capital receipt from part disposal.
Marketing & disposal of Land at Meadow Way, Therfield.	Brighter future together	Generate rental income and/or capital receipt.	01/04/22	31/03/23	Disposal on hold whilst research options for developing land for homes with external party, with a view to retaining all or portion of homes to generate rental income stream and/or a capital receipt from part disposal.

Investigation of options for repurposing of Royston Town Hall Annexe.	Brighter future together	Remove maintenance obligations, improve building energy & environmental performance, generate new long-dated rental income stream and partially provide new community space.	01/04/22	31/03/23	Liaised with several interested parties for interim letting to generate rental income, pending investigation of title rights to pursue marketing of a longer-term repurposing opportunity. <i>Energy Performance Certificate ("EPC") recently obtained revising EPC Rating from "F" to improved "D" Rating.</i>
Forming Riverside Walk, Hitchin.	Sustainability	Complete land assembly as part of project to complete riverside walkway from Biggin Lane to Bridge Street.	Ongoing	31/03/23	Met with representatives of Hitchin Initiative and Hitchin BID to discuss process for opening up existing walkway on eastern bank of River Hiz, and augment with installation of new footbridge. <i>Awaiting Grounds Maintenance to obtain quotations for works of repair to eastern bank pathway and associated infrastructure.</i>
Property acquisitions & developments.	Brighter future together	Integrate property acquisitions into estate portfolio and asset manage to explore and initiate opportunities with view to maximising income and capital appreciation.	01/06/22	31/03/23	Estates providing ongoing advice on relevant acquisitions that North Herts Council are progressing.
Asset valuations.	People First	Produce timely asset valuations that factor in material changes in property portfolio, for financial statements.	01/09/22	31/03/23	Market research in progress in preparation for 2022-23 asset valuations, work on which is due to commence later in 2022. <i>EY Audit of 2021-22 asset valuations has commenced.</i>
Carry out rent reviews (mostly commercial ground rents).	Brighter future together	Effect efficient triggering of commercial lease rent reviews to ensure maximum rental income uplifts are secured.	Ongoing	31/03/23	Several rent reviews of NHDC investment properties in progress, some of which are incorporated with lease restructure/regearing exercises.
Investigating options for future use of Charnwood House.	People First	To accommodate community hub use with aim of bringing a town centre asset into beneficial occupation for wider community & reduce holding costs.	Ongoing	31/03/23	Asbestos refurbishment survey undertaken late June 2022. <i>Asbestos removal scheduled to commence 19/09/22 and complete 11/10/22. Community engagement meeting held 29/07/22 with view to crystallizing next steps of process to convert to community hub.</i>
Commercial					
Strategic Review and update to the Commercial Strategy	Brighter future together	Present findings of the Strategic Review to SLT and Leader. Update and rewrite elements of the current Commercial Strategy to align with the review, Council priorities and commercial environment	Underway	31/11/22	Strategic Review completed and presented to Senior Leadership Team and Political Liaison Board. The team will be implementing the outcomes of the review which will include reviewing and updating the Commercial Strategy.
Manage the Property Letting Company	Brighter future together	Aim to ensure the company is fully functional and in line with the Property and Development Strategy. Continue to create a portfolio of assets to move into the company that will create a financial return for NHDC.	Underway	31/10/22	Directors in post and legal documentation complete. Company remains "dormant" until the Council officially sign over the property ready for operation/ trade. <i>Update to the due date in line with the completion of works at the property.</i>
Improve commercial awareness throughout the organisation	People First	Aim to educate all employees and Councillors about the role of commercial at North Herts, based on the outcome of the Commercial Strategy survey.	Underway	31/09/22	This was paused whilst the Strategic Review took place. This will be delivered alongside the department rebrand.
Manage the Hitchin Market contract with Hitchin Markets Limited	Brighter future together	Continue to monitor and manage the contract. Attend Board meetings and plan for the future of the market as well as provide social media support. Conduct a yearly financial review to assess the position of HML.	Underway	31/03/23	CDG continues to monitor the contract with Hitchin Markets Limited by attending monthly Board meetings and engaging on a weekly basis with the Hitchin Markets team. The contract is reviewed on a yearly basis, with a focus on the financial status of the market. <i>HML are being updated regarding Project Churchgate.</i>
Conduct a feasibility study of Wilbury Hills, Letchworth	Brighter future together	Deliver a business case that will set out a viable option for the usage of this land until further notice. This will include working with a renewable energy consultant to determine the best option for this location.	29/04/22	26/06/22	<i>Due to emerging priorities set out by the Grounds Team, the brief for developing an income generating project on this land is no longer viable (all concerning Executive Members have been briefed on this). The team are awaiting further instruction from the Grounds team on how we wish to proceed with this land. A feasibility study has been completed by the team, however due to the Grounds priorities this has been concluded.</i>

North Herts Community Lottery	People First	Continue to manage Gatherwell and the lottery process. Aim to increase ticket sales and good cause sign ups as much as possible in a bid to exceed existing forecasts.	Underway	31/03/23	The Lottery is exceeding original forecasts in regards to ticket sales. Tickets sold since March 2022 712 vs Originally forecasted 803 ticket sales in a whole year (based on 0.5% population). This equates to £10,024 gross revenue so far, with £1,002 into the central NHC pot and £5,012 going directly to good causes. Total spend for the Lottery is £5,818 and therefore it has made a loss of £1,640 (please note, we are only in month 6 of operation and these numbers are based on the Q1 performance so far).
Burymead Redevelopment, Hitchin	Brighter future together	Approvals completed for the commercial/new museum storage project and entering into early stages of construction work on site.	01/09/22	01/03/23	Please refer to the detail set out in cell H8. The team are investigating ways to ensure the commercial element of this project are viable, before going ahead with any construction. A viability exercise will be conducted by the team and Finance to determine if a commercial storage unit is best placed on the Burymead site as part of the redevelopment.
Develop new ways of delivering housing on North Herts Council land	Brighter future together	Determine a way forward/ partnership agreement with current provider and start to consider other options for delivery	Underway	30/09/22	The team are working with Legal and Procurement to identify the best way to deliver this programme of work as a potential joint venture.
Manage the process of opening Biggin Lane car park, Hitchin	Brighter future together	Work alongside a consultant to update the TRO in conjunction with Riverside Walk project (mentioned above)	03/05/22	31/03/22	CDG is preparing to appoint a Traffic Regulation Order consultant. Awaiting further guidance from the Parking team (Louise Symes).