

## Appendix A - Service Action Plan

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Action	Corporate Objective	Target/Aim/Outcome	Planned Start Date	Due Date	Current Progress
<b>2022/23</b>					
<b>Museum and Town Hall</b>					
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		<i>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. HTH remains on course to exceed these income levels by the end of 2021/22, which would signify an extremely strong recovery from the pandemic and further evidence of the business growing. Fitness class income continues to perform strongly, also ahead of 2018/19 and 2020/21. Bar takings have recovered ground on the income target as the year has progressed and looking at the events to come, this income stream is expected to finish the year strongly with a particularly healthy Christmas period. Cafe and catering income, linked to lower visitor figures, and staffing shortages linked with the transition to incorporate the Bancroft site, continues to lag behind target. Overall, income remains approximately 15% behind target, however we know there are a number of highly profitable events which have occurred very recently which are yet to filter through into the accounts. Officers continue to witness a stronger than expected recovery at the venue from the Covid pandemic, which is encouraging.</i>
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	<i>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. By the mid way point of 2022, the museum had welcomed 15461 general visitors, excluding schools and out of hours groups. This signifies a continuing trend towards matching pre pandemic visitor numbers. Gift Shop performance and margins continue to track alongside targets and the current exhibition has resulted in a number of favourable commission based sales of artwork, all of which is welcomed against slightly lower visitor numbers for the year to date. Officers feel the recovery continues to be stronger than expected from the pandemic, though there is still ground to recover.</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	01/03/2023 Revised to 01/06/2023	<i>The Council have appointed a new Procurement Officer in the summer, who has been able to add valuable input to this project. Based on advice received, officers were strongly encouraged to revisit the framework approach and are now finalising details for the adoption of the SCAPE framework to guide the project and source a principal contractor. We envisage now moving forward with awarding this contract in early 2023. Whilst the beginning of construction is now thought to be more likely in Summer 2023 rather than Spring 2023, officers now have much more confidence in the direction of travel with this project and that risks have been minimised and value for money maximised through the current approach. As mentioned in a previous update, 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	01/08/2022 Revised to 01/04/2022	<i>Planning permission has been granted for the conversion of the vacant wing of the building into a cafe kiosk. A new structure has been presented which does not impact any existing permanent roles and the new roles contained within this structure have been evaluated and graded. Officers plan to recruit the lead Head Chef position for the structure in early 2023, so that they may be involved with the wider recruitment of the adopted structure as we now target a launch date of early April 2023. Contractors are being procured for the installation of a service hatch in accordance with planning permission and the fit out of the kitchen area within.</i>
<b>Estates</b>					
Block letting of 55 Harkness Court, Hitchin	Brighter future together	Letting entire building to North Herts Council's trading company with aim of generating rental income for Council and providing four new homes.	01/04/22	14/10/22 Revised to 16/12/22	<i>Energy Performance Certificates ("EPC") for each flat obtained: all "C" Ratings. Mechanical &amp; Electrical ("M &amp; E") system snagging completed. Other snagging works nearing completion. Cookers, cooker hoods &amp; flooring installed. Building Control approval awaited on three aspects: (i) firefighter travel distance; (ii) M &amp; E system; and (iii) acoustic-testing of party wall. Legal Services has opened file to draft block lease based on instruction and lease heads of terms sent by Estates. Due Date revised to 16/12/22, although estimated not confirmed date.</i>
Disposal of Land off Castlefield, Preston.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Complete	Complete	<i>Sale completed on 12/08/22. Capital money received. Developer now able to implement Planning permission to build 21 homes, 7 of which affordable. (Part 2 contains further information).</i>
Disposal of Land at Ivel Court, Letchworth.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	09/12/22	<i>Section 106 agreement completed. Decision notice issued on Planning permission for 24 homes, 8 of which affordable. Now working towards completion of disposal. (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	18/11/22 Revised to 06/01/23	<i>Section 106 agreement completed. Planning permission for 24 homes across both sites (8 on North Herts Council's land &amp; 16 on adjoining landowner's land). Due Date revised to 06/01/23. (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	<i>As part of programme of remedial works to building structure &amp; fabric, Property Services department has written specification and tender documents for structural, brickwork &amp; window repairs. These are posted on In-Tend. Department estimates site works will follow in approximately mid-December 2022 but precise date will largely depend upon scheduling by the preferred contractor. Estates is maintaining frequent dialogue with Property Services.</i>
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	<i>Contracts to sell land exchanged 01/11/22. Progressing towards completion of disposal. Buyer will then be able to pursue full Planning permission based on outline Planning permission for 1 house granted September 2021. (Part 2 contains further information).</i>
Marketing & disposal of Land at The Snipe, Weston.	Brighter future together	Generate rental income and/or capital receipt.	01/04/22	31/03/2023 Revised to 30/06/23	<i>Opportunity for joint disposal with another landowner resurrected. In early negotiation with the landowner to undertake joint disposal to help ensure optimum development, increase market appeal and capture marriage value. Both landowners aiming to jointly market both sites in Spring 2023. Due Date revised to 30/06/23. (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	<i>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>

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	Negotiations taking place with a prospective tenant of site with a view to repurposing property, subject to Planning permission. Liaison with various stakeholders either underway or to be resumed to ensure all rights of access are in place and each stakeholder's aims are considered for the future use of site.
Riverside Walk, Hitchin.	Sustainability	Take ownership and improve riverside walkway from Jill Grey Place to Bridge Street.	Ongoing	31/03/23	In communication with Shanly Homes Limited to arrange transfer of footpath land to North Herts Council on eastern bank of River Hiz in accordance with Agreement dated 10/04/97 and Deed of Variation dated 15/09/99. Following transfer, and subject to securing requested budget, North Herts Council intends to commission contractor to improve footpath condition.
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 to provide advice on relevant acquisitions as and when North Herts Council requires. Estates working with Brown & Lee Chartered Surveyors on operational property management of Churchgate Shopping Centre following acquisition of head leasehold on 01/08/22.
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	Audit of 2021-22 asset valuations in progress by external auditor. Preparation by Estates underway for 2022-23 asset valuations.
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 North Herts Council investment properties in progress, some of which are incorporated with lease restructure/regearing exercises. 88% annual rental uplift concluded on investment site in Hitchin in October 2022.
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 removal and air quality safety testing completed on 12/10/22. Next step is to focus on bringing about community hub proposal in conjunction with local community based on community engagement exercises in 2022 and 2021. (Part 2 contains further information).
<b>Commercial</b>					
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	31/03/23	Strategic Review completed and presented to Senior Leadership Team and Political Liaison Board. It has been agreed (by Officers and Executive Members) that an overarching Enterprise Strategy will be created. This will feature separate Commercial, Economic Development and Tourism elements, that will cover key priorities of each department across the next 3 years. The team will call upon existing resources to include within the strategy, but will also work with a consultant to ensure this is relevant, clear and sets out how we will deliver against the 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	16/12/22	Directors in post and legal documentation complete. Company remains "dormant" until the Council officially sign over the property ready for operation/ trade. Update to the due date in line with the completion of works at the property.
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	31/03/23	This was paused whilst the Strategic Review took place. This will be delivered alongside the department rebrand. Updated due date in line with the Enterprise Strategy.
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. HML are being updated regarding Project Churchgate.
Manage and plan the future redevelopment of Churchgate, Hitchin	Brighter future together	Manage the existing premises alongside the Estates team. Manage the redevelopment process regarding the future of the property and its surroundings.	27/05/22	31/03/23	Project Board and Project Team established and underway. Required documentation complete for Steps 1 and 2 under the NHC Project Management Framework and presented/ approved to Project Board. The team are now working on Step 3 and pending approval early January 2023.
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 regard to ticket sales. Tickets sold since March 2022 694, which equates to £9,022 gross revenue so far, with £902 into the central NHC pot and £5,012 going directly to good causes. Total spend for the Lottery is £4,511 and therefore it has made a loss of £1,640 (please note, we are only in month 9 of operation and these numbers are based on the Q1 performance so far). Our next reporting period for the Lottery is 17/12/2022.
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. We are currently working with our Procurement team to overcome challenges regarding contractors used.
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	31/03/23	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	31/03/23	CDG is preparing to appoint a Traffic Regulation Order consultant. After obtaining various quotes for this piece of work, we are currently in discussion with HCC regarding a wider TRO that will save the Council money. This work is likely to be complete by April 2023.