














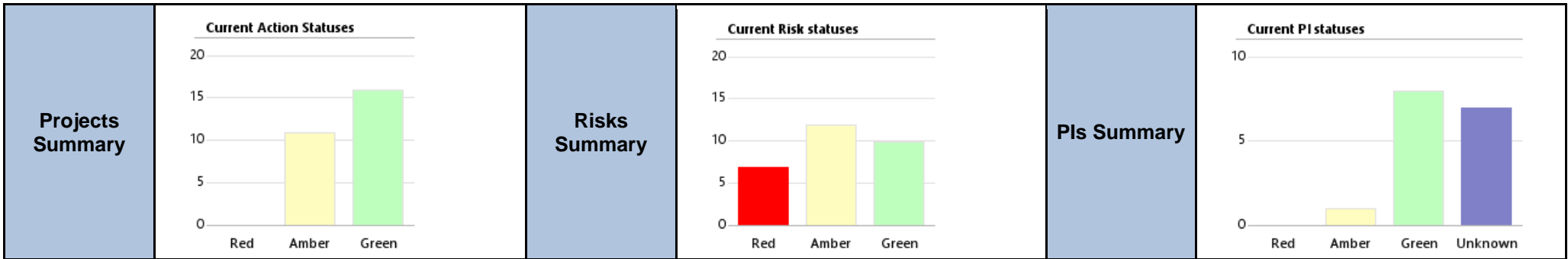


**Council Delivery Plan – Status Key**
























































| Status  | Description   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|---|
| <b>Projects</b>   |   |   |   |   |   |   |   |   |   |   |
| <br><br><br><br><input data-bbox="168 614 257 630" type="text" value="33%"/>  | <p>The project (and all recorded milestones) has been completed.</p> <p>All ongoing milestones have not reached their due dates (or do not have due dates).</p> <p>There is at least one ongoing milestone that has not been completed by the due date, but the overall project due date has not passed. Proposals to change milestone due dates will be made, which may also lead to a proposed change to the overall project due date.</p> <p>Overall project due date has passed and there is at least one milestone that has not been completed. Proposals to change project due date and milestone due dates will be made.</p> <p>The progress bar is based on the number of completed milestones compared with the total number of milestones e.g., two completed out of a total of six would be 33%. Therefore, 0% reflects that no milestones have been completed yet, rather than there has been no progress at all.</p> |   |   |   |   |   |   |   |   |   |
| <b>Risks</b>  |   |   |   |   |   |   |   |   |   |   |
| <br><br>   | <p>Assessed as a low risk.</p> <p>Assessed as a medium risk.</p> <p>Assessed as a high risk.</p> <table border="1" data-bbox="1572 721 1729 849"> <tr> <td>4</td> <td>7</td> <td>9</td> </tr> <tr> <td>2</td> <td>5</td> <td>8</td> </tr> <tr> <td>1</td> <td>3</td> <td>6</td> </tr> </table>  | 4 | 7 | 9 | 2 | 5 | 8 | 1 | 3 | 6 |
| 4   | 7   | 9 |   |   |   |   |   |   |   |   |
| 2   | 5   | 8 |   |   |   |   |   |   |   |   |
| 1   | 3   | 6 |   |   |   |   |   |   |   |   |
| <b>PIs</b>  |   |   |   |   |   |   |   |   |   |   |
| <br><br><br><br><br><br><br> | <p>Data value has met or exceeded the target figure.</p> <p>Data value has not achieved the target figure, but it is within the agreed tolerance range.</p> <p>Data value has not achieved the target figure and it is outside the agreed tolerance range.</p> <p>Pentana cannot calculate a status, as officers have not entered a target figure for the period on to the system.</p> <p>Data value has improved compared with the same time last year.</p> <p>Data value has deteriorated compared with the same time last year.</p> <p>Data value has not changed compared with the same time last year.</p> <p>Pentana cannot calculate a direction of travel, as previous data is not available for comparison.</p>  |   |   |   |   |   |   |   |   |   |

# Status Summaries

Generated on: 09 November 2023





| Summary  | Project Status | Change? | Risk | Risk Score       |
|--|----------------|---------|------|------------------|
| Charnwood House                                |                |         |      | 5                |
| Churchgate                                     |                |         |      | 8                |
| Empty Homes Strategy                           |                |         |      | 2                |
| Enterprise Strategy                            |                |         |      | 2                |
| Local Authority Housing Fund                   |                |         |      | Down from 2 to 1 |
| Local Plan Delivery and Review                 |                |         |      | 5                |
| Museum Storage                                 |                |         |      | 5                |
| New Ways of Delivering Housing on Council Land |                |         |      | 5                |
| Resident/Public EV Charging in our Car Parks   |                |         |      | 5                |
| Solar PV on Leisure Centres                    |                |         |      | 5                |

| Summary   | Project Status  | Change?   | Risk  | Risk Score |
|---|---|---|---|------------|
| Work with relevant partners to prevent and relieve homelessness whenever possible |    |    |    | 8          |
| Royston Leisure Centre Solar Thermal  |    |    |    | 5          |
| Cycling Network   |    |    |    | 2          |
| Finalise Pay on Exit Parking Review   |    |    |    | 1          |
| Financial Sustainability/Balancing our Budget                                     |    |    |    | 9          |
| Health Inequalities   |    |    |    | 3          |
| Leisure Contract Procurement  |    |    |    | 5          |
| Master Planning   |    |    |    | 5          |
| Oughtonhead Common Weir   |    |    |    | 2          |
| Playground Renovation Programme   |    |    |    | 1          |
| Pursue commercial leasing opportunity for Royston Town Hall Annexe                |    |    |    | 5          |
| Shared Prosperity Fund  |    |    |    | 5          |
| Town Centre Recovery  |    |    |    | 2          |
| Town Centre Strategies  |  |  |  | 5          |
| Waste and Street Cleansing Contract Procurement                                   |  |  |  | 9          |
| Waste Depots  |  |  |  | 9          |
| Create and Communicate a Place Narrative for North Herts                          |  |  |  | 1          |
| Resourcing Risk   | n/a   |  |  | 9          |
| Cyber Risks   | n/a   |  |  | 8          |


# 2023/24 Council Delivery Plan


Generated on: 04 December 2023




|  |  |   |                       |  |   |                               |               |              |              |               |
|--|--|---|-----------------------|--|---|-------------------------------|---------------|--------------|--------------|---------------|
|   | <b>Charnwood House</b>   | <b>Due Date</b>   | 30-Apr-2024           | <b>Progress</b>  | <div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">60%</div> | <b>Original Date</b>          | 30-Apr-2023   |              |              |               |
| <b>Project Summary</b>   | Leasing the property as a Community Hub.   |   |                       |  |   |                               |               |              |              |               |
| <b>Latest Update</b>   | 06-Nov-2023 Formal marketing exercise for leasing Charnwood House commenced and is now drawing to a close. We expect bids from interested parties to be received in November 2023. This should allow time to evaluate options and report to Cabinet in line with the recorded milestone due dates (by April 2024), despite the complexities presented by the condition of the building and title issues. Risk level still assessed as medium, although this could decrease depending on the bids received and the tenant selected. |   |                       |  |   |                               |               |              |              |               |
| <b>Milestone</b>   |  | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>  |   |                               |               |              |              |               |
| Market site (informally) for leasing as community hub, on non-committal basis.   |  | 29-Jul-2022   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Asbestos removed and air testing completed.  |  | 12-Oct-2022   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Updated survey and costings for refurbishment works received.  |  | 08-Dec-2022   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Options report received.   |  | 11-Jan-2023   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Appraise options report and the remedial works/costings highlighted in the updated survey.   |  | 23-Feb-2023   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Council decision on project budget.  |  | 23-Feb-2023   | Yes                   | Completed.   |   |                               |               |              |              |               |
| Undertake formal marketing exercise.   |  | 31-Oct-2023   | No                    | Due date to change to 30 November 2023. Formal marketing exercise ending soon and bids from interested parties expected to be received in November 2023.                   |   |                               |               |              |              |               |
| Following marketing exercise, evaluate options.  |  | 31-Mar-2024   | No                    |  |   |                               |               |              |              |               |
| Present report to Cabinet on the preferred options.  |  | 30-Apr-2024   | No                    |  |   |                               |               |              |              |               |
| When Cabinet report presented, finalise arrangements i.e., negotiate Heads of Terms with selected tenant, seek further Cabinet decision, complete lease. |  | 30-Apr-2024   | No                    | Actual dates still to be confirmed, although actions likely to be completed in 2024/25. If required, new individual milestones will be introduced at the appropriate time. |   |                               |               |              |              |               |
| <b>Risks</b>   |  | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>   | <b>Target Score</b>   | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| 1. Covenant restriction on use.<br>2. Statute restriction on use.  |  |  | 5                     | 5  | 3   |                               |               |              |              |               |

|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|
| 3. Viability of Listed Building consent conditions.      |  |  |  |  |  |  |  |  |  |
| 4. Demand for community hub.                             |  |  |  |  |  |  |  |  |  |
| 5. Delays due to Asset of Community Value (ACV) listing. |  |  |  |  |  |  |  |  |  |

|  |   |                 |                 |   |  |                      |             |
|--|---|-----------------|-----------------|---|--|----------------------|-------------|
|                 | <b>Churchgate</b>   | <b>Due Date</b> | 31-Mar-2024     | <b>Progress</b>   | <div style="width: 88%;"><div style="width: 88%;"></div></div> 88% | <b>Original Date</b> | 31-Mar-2023 |
| <b>Project Summary</b>   | Actions in 2023/24 to progress the long-term regeneration of the shopping centre and surrounding areas.   |                 |                 |   |  |                      |             |
| <b>Latest Update</b>   | 06-Dec-2023 Overview of the project so far has been recently shared in the Winter 2023 edition of Outlook. Further communication is planned and will continue throughout the project lifecycle. We have progressed the procurement and appointment of a consultant to develop a viable regeneration project. So far, they have completed the following steps: review of ownership, planning policy and market overview. They have also started their stakeholder engagement phase, whereby they are meeting with key stakeholders to identify issues, challenges and to gain an understanding of expectations. Their findings so far, and details of their next steps, were presented at an all Councillor event on 9 November 2023. The creation and set-up of an in-person hub is still planned, however, this is on hold until the Estates and Legal teams resolve the ongoing issue with the preferred unit and previous tenant. Once this is resolved, plans will be in place to open the hub as soon as possible. The digital hub has been created, tested by a focus group and is now live. The official launch will be w/c 11 December 2023 via NHC social media channels. Further milestones will be added as the project progresses and the consultants are appointed to conduct the next phases of the project timeline. Risk level still assessed as high, although the likelihood score remains medium to reflect that the project is still expected to regenerate the area, although at this early stage we have yet to determine the best way to achieve this. |                 |                 |   |  |                      |             |
| <b>Milestone</b>   |   | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>   |  |                      |             |
| Set up project board.  |   | 30-Sep-2022     | Yes             | Completed.  |  |                      |             |
| Produce project plan, including communications plan.   |   | 31-Oct-2022     | Yes             | Completed   |  |                      |             |
| Report back to Council setting out short, medium and long-term approach with draft project plan. |   | 31-Jan-2023     | Yes             | Completed.  |  |                      |             |
| Conduct public consultation (Phase 1).   |   | 28-Feb-2023     | Yes             | Completed   |  |                      |             |
| Project Board approve specification for consultant appointment.                                  |   | 31-May-2023     | Yes             | Completed.  |  |                      |             |
| Sharing results, by releasing top level information to the community via Comms.                  |   | 31-Jul-2023     | Yes             | Completed   |  |                      |             |
| Procure and appoint consultant to develop viable regeneration project, and contract signed.      |   | 31-Aug-2023     | Yes             | Completed   |  |                      |             |
| Digital hub goes live.   |   | 30-Sep-2023     | Yes             | Digital hub went live on 4 December 2023. Official launch will be w/c 11 December 2023 via NHC social media channels.   |  |                      |             |
| Open in-person project hub.  |   | 30-Sep-2023     | No              | The permanent in-person hub is on hold until further notice and we are not able to propose a revised due date at this time. We are still unable to access the premises due to a legal dispute with the previous tenant. We are now discussing the best ways to engage with stakeholders with our consultant, including the need for and timing of pop-up hubs in the early stages of the project. We now expect the permanent in-person hub to be established later into the project when we have completed further work to develop specific options. In the meantime, from December 2023, ongoing communication will be via the digital hub. |  |                      |             |


| Risks   | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators | Status | Trend | Value | Target |
|---|---|----------------|---------------|--------------|------------------------|--------|-------|-------|--------|
| 1. The regeneration will not meet expectations of stakeholders.<br>2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession. |  | 9              | 8             | 6            |                        |        |       |       |        |

|   |                             |                 |             |                 |  |                      |             |
|---|-----------------------------|-----------------|-------------|-----------------|--|----------------------|-------------|
|  | <b>Empty Homes Strategy</b> | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">25%</div> | <b>Original Date</b> | 01-Sep-2022 |
|---|-----------------------------|-----------------|-------------|-----------------|--|----------------------|-------------|



|                        |   |
|------------------------|---|
| <b>Project Summary</b> | Develop and start to implement a strategy to reduce numbers of empty homes. |
|------------------------|---|


|                      |   |
|----------------------|---|
| <b>Latest Update</b> | 06-Nov-2023 Empty Homes Strategy being updated to consider latest housing requirements and now plan to present it to Cabinet in January 2024. The delay is due to resourcing issues, with the Environmental Health Manager having to prioritise undertaking numerous day-to-day officer/manager tasks to cover absences/vacancies. Meeting these competing demands remains challenging. Now anticipate advertising and appointing to the new Housing Improvement Officer role by March 2024. Once Strategy is adopted, Council Delivery Plan details to be reviewed and updated to reflect key implementation stages and risks to the successful achievement of stated objectives. Subsequent implementation risk level will be dependent on the chosen strategic approach. |
|----------------------|---|






| Milestone  | Due Date    | Complete | Note   |
|--|-------------|----------|--|
| Development of Strategy and staff resources.   | 23-Feb-2023 | Yes      | Completed  |
| Present to Cabinet for adoption of the Strategy.   | 19-Sep-2023 | No       | Due date to change to 16 January 2024. Strategy delayed. Report now due to go to Cabinet in January 2024.  |
| Commence implementation of Strategy post adoption, including advertising and appointing officer to post. | 20-Sep-2023 | No       | Due date to change to 17 January 2024 to reflect the revised timetable for Strategy adoption. Milestone for Ideagen purposes, with the date simply reflecting that implementation of the Strategy will commence following its adoption by Cabinet. |
| Attempt to recruit to new Housing Improvement Officer role, created to help deliver approved Strategy.   | 31-Dec-2023 | No       | Due date to change to 31 March 2024. Plan to advertise to the post following adoption of the Strategy. Anticipate being ready to appoint to post by end of March 2024.   |


| Risks  | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators | Status | Trend | Value | Target |
|--|---|----------------|---------------|--------------|------------------------|--------|-------|-------|--------|
| <u>Development of Strategy</u><br>Risks:<br>- Staff shortages/competing priorities limit progress with developing Strategy.<br>- Potential political/reputational risk associated with not having an agreed strategic approach in place.<br>- Resource implications/limitations relating to the different options available.<br><u>Implementation of Adopted Strategy</u><br>Risks (dependent on the agreed approach):<br>- Securing the resources required to deliver the Strategy and achieve objectives.<br>- Limited number of empty homes that we can actually take forward under the Strategy. |  | 4              | 2             | 1            |                        |        |       |       |        |

|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|
| - Cost to Council of maintaining empty properties that we acquire.<br>- Political/reputational risk associated with a perceived lack of progress and/or cost/benefit analysis of our approach. |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|


|   |   |   |                       |   |                                 |                               |               |              |              |               |
|---|---|---|-----------------------|---|---------------------------------|-------------------------------|---------------|--------------|--------------|---------------|
|    | <b>Enterprise Strategy</b>  | <b>Due Date</b>   | 19-Mar-2024           | <b>Progress</b>   | <input type="text" value="0%"/> | <b>Original Date</b>          | 16-Jan-2024   |              |              |               |
| <b>Project Summary</b>  | Development and approval of an Enterprise Strategy, incorporating Commercial, Economic Development and Tourism.   |   |                       |   |                                 |                               |               |              |              |               |
| <b>Latest Update</b>  | 08-Dec-2023 Due to the Enterprise Team having to prioritise other actions, we now expect to take the Enterprise Strategy to Cabinet for adoption in March 2024. We are also being assisted by the Local Enterprise Partnership and they have limited availability prior to the Christmas break. The scope is prepared and will be signed-off at the Executive Member briefing on 14 December 2023. The first draft of the Strategy will be presented to Leadership Team in February 2024, and following feedback from Leadership Team and relevant Executive Members, this will be updated, and the final draft will go back to Leadership Team in early March 2024. Officers continue to provide monthly updates to the Executive Member. This project continues to be assessed as low risk. |   |                       |   |                                 |                               |               |              |              |               |
| <b>Milestone</b>  |   | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>   |                                 |                               |               |              |              |               |
| Detailed Strategy scope agreed by Exec Members.   |   | 30-Sep-2023   | No                    | Scope prepared and due to be signed-off at the Executive Member briefing on 14 December 2023.   |                                 |                               |               |              |              |               |
| First draft prepared for comment – Leadership Team/Exec Members.  |   | 31-Oct-2023   | No                    | Now seeking sign-off of the first draft at the Leadership Team meeting scheduled for 26 February 2024.  |                                 |                               |               |              |              |               |
| Present Strategy to Leadership Team/PLB.  |   | 30-Nov-2023   | No                    | Draft Strategy to be reviewed/amended in line with feedback from Leadership Team and Executive Members. Final draft to be prepared and presented to Leadership Team on 11 March 2024. |                                 |                               |               |              |              |               |
| Present Strategy to Cabinet for adoption.   |   | 16-Jan-2024   | No                    | Now plan to present final draft of Strategy to Cabinet for adoption on 19 March 2024.   |                                 |                               |               |              |              |               |
| <b>Risks</b>  |   | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>  | <b>Target Score</b>             | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| Risks:<br>- Delay in procuring consultants, if required.<br>- Shortage of resource and staff capacity within the Enterprise team.<br>Leading to:<br>- A delay in developing/approving the Strategy and associated resourcing. |   |  | 2                     | 2   | 1                               |                               |               |              |              |               |


|   |   |                 |             |                 |                                  |                      |             |
|---|---|-----------------|-------------|-----------------|----------------------------------|----------------------|-------------|
|  | <b>Local Authority Housing Fund</b>   | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <input type="text" value="42%"/> | <b>Original Date</b> | 31-Mar-2024 |
| <b>Project Summary</b>  | Delivery of additional housing through Registered Providers.  |                 |             |                 |                                  |                      |             |
| <b>Latest Update</b>  | 30-Oct-2023 The proposal for settle to deliver one larger home (bridging element) and two smaller homes (main element) via the first round of LAHF was accepted by the DLUHC and occupation of all three units is expected by end November 2023. Following Cabinet on 27 June 2023, we submitted our validation form for round two of the scheme - two providers are interested, and this should deliver a further eight units. Risk level reduced from 2 to 1, as there are only a small number of units due to be delivered and delivery of both funding rounds is going ahead. |                 |             |                 |                                  |                      |             |


| Milestone  | Due Date  | Complete       | Note   |              |   |   |   |                            |        |
|--|---|----------------|--|--------------|---|---|---|----------------------------|--------|
| Report to Cabinet on Round Two allocation.   | 27-Jun-2023   | Yes            | Completed.   |              |   |   |   |                            |        |
| Submission of Round Two validation form to Government.   | 05-Jul-2023   | Yes            | Completed.   |              |   |   |   |                            |        |
| Agree Memorandum of Understanding with Registered Provider(s) to deliver housing via Round Two allocated funding.  | 31-Aug-2023   | No             | Due date to change to 30 November 2023. Will be completed once MOU agreed with DLUHC.            |              |   |   |   |                            |        |
| Agree Memorandum of Understanding with settle relating to Round One allocated funding.   | 31-Aug-2023   | No             | Due date to change to 15 November 2023. Draft MOU sent to settle and we are awaiting a response. |              |   |   |   |                            |        |
| Assess Expressions of Interest from Registered Providers relating to Round Two allocation and select preferred partner(s).   | 31-Aug-2023   | Yes            | Five providers were initially interested. However, only two remain - settle and Home Group.      |              |   |   |   |                            |        |
| Delivery of housing by settle via Round One allocated funding.   | 31-Dec-2023   | No             |  |              |   |   |   |                            |        |
| Delivery of housing by Registered Provider(s) via Round Two allocated funding.   | 31-Mar-2024   | No             |  |              |   |   |   |                            |        |
| Risks  | Risk Level  | Original Score | Current Score  | Target Score | Performance Indicators  | Status  | Trend   | Value                      | Target |
| Risks:<br>- Reputational risk of not being able to use funding made available by Government, as it is not enough to make delivery viable.<br>- Terms of the funding are not flexible enough to allow the partial delivery against our allocation.<br>- Uncertainty relating to grant conditions leads to an inability to recover all expected costs.<br>- Low risk associated with signing expression of interest or subsequent Memorandum of Understanding, as the grant allows withdrawal at any time. |  | 8              | 1  | 1            | Local Authority Housing Fund - Number of main element (smaller) homes delivered via Round One allocation    |    |    | To be reported at year-end | 2      |
|  |   |                |  |              | Local Authority Housing Fund - Number of bridging element (larger) homes delivered via Round One allocation |  |  | To be reported at year-end | 1      |


|  | Local Plan Delivery and Review   | Due Date | 31-Mar-2024 | Progress | <input type="text" value="0%"/> | Original Date | 31-Mar-2024 |
|---|--|----------|-------------|----------|---------------------------------|---------------|-------------|
| <b>Project Summary</b>  | To undertake and complete various projects relating to the implementation of the Local Plan 2011-2031 (adopted November 2022) and to progress work associated with the early review required by Policy IMR2 of the Plan.   |          |             |          |                                 |               |             |
| <b>Latest Update</b>  | 03-Nov-2023 Officer recommendations on the initial review of the Local Plan remain on course to be published by the end of the year in line with the requirements of the Local Plan. Progress on the Sustainability SPD has been slightly delayed allowing for additional input from the Council's Cabinet Panel on the Environment and Overview & Scrutiny Committee. The timetable for the Biodiversity and Design Code SPDs have been amended in response to Government announcements and staffing capacity (see Master Planning commentary for a summary of the latter). |          |             |          |                                 |               |             |
| Milestone   | Due Date   | Complete | Note        |          |                                 |               |             |





| Approval of draft Sustainability SPD for consultation.  |  |  | 30-Sep-2023   | No             | Due date to change to 31 December 2023. To now be reported to Cabinet in December 2023 to allow for additional input from the Council's Cabinet Panel on the Environment and Overview & Scrutiny Committee.   |              |                        |        |       |       |        |
|---|--|--|---|----------------|---|--------------|------------------------|--------|-------|-------|--------|
| Approval of draft Biodiversity SPD for consultation.  |  |  | 31-Dec-2023   | No             | Due date to change to 31 March 2024. The Government has delayed the introduction of mandatory Biodiversity requirements until January 2024. Detailed guidance accompanying this is required before a decision can be taken on the scope of any Biodiversity SPD which this Council might produce. |              |                        |        |       |       |        |
| Publication of initial recommendations in relation to the review of the Local Plan as required by Policy IMR2.  |  |  | 31-Dec-2023   | No             | To be reported to Cabinet in January 2024.  |              |                        |        |       |       |        |
| Adoption of Sustainability SPD.   |  |  | 31-Jan-2024   | No             | Due date to change to 31 March 2024. Approval of draft Sustainability SPD for consultation now due December 2023.   |              |                        |        |       |       |        |
| Approval of draft Design Guide SPD for consultation.  |  |  | 31-Jan-2024   | No             | Due date to change to 30 September 2024. Strategic Planning Matters report to Cabinet (November 2023) identifies this is likely to occur in Summer 2024. Revision agreed in consultation with the Executive Member and Deputy.  |              |                        |        |       |       |        |
| Adoption of Biodiversity SPD.   |  |  | 31-Mar-2024   | No             | Due date to change to 30 September 2024. As above.  |              |                        |        |       |       |        |
| Risks   |  |  | Risk Level  | Original Score | Current Score   | Target Score | Performance Indicators | Status | Trend | Value | Target |
| Risks:<br>- Inadequate guidance leads to scheme outcomes that do not appropriately respond to, or contribute towards, corporate objectives and priorities of climate change, environment, economy and place.<br>- Poor scheme outcomes that do not appropriately respond to local character and context.<br>- Failure to retain/recruit sufficiently experienced officers to implement required programme of work.<br>- Failure to secure funding to resource the process.<br>- Adverse appeal findings on other/non-Local Plan sites if progress on the Local Plan Review is delayed or stalled.<br>- Government intervention if inadequate progress is made upon Local Plan Review. |  |  |  | 5              | 5   | 3            |                        |        |       |       |        |


|   |   |                 |             |                 |  |                      |             |
|---|---|-----------------|-------------|-----------------|--|----------------------|-------------|
|  | <b>Museum Storage</b>   | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <div style="border: 1px solid black; width: 60px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">57%</div> | <b>Original Date</b> | 31-Mar-2024 |
| <b>Project Summary</b>  | Assess feasibility of constructing a new fit-for-purpose museum storage facility and including a commercial storage facility as part of the project. Decide the preferred way forward and if required, proceed to the next project phase.   |                 |             |                 |  |                      |             |
| <b>Latest Update</b>  | 06-Nov-2023 Executive members have considered the potential options for the project, but identifying the right way forward needs to be considered as part of the wider discussions around ongoing and future budgetary pressures. In the meantime, officers have been asked to look at alternative options and timelines. September 2023 Cabinet report deferred, and a revised date has not yet been confirmed. In the meantime, we continue to manage the risks associated with the current storage facilities to the best of our ability within current available resources. |                 |             |                 |  |                      |             |
| <b>Milestone</b>  |   | <b>Due Date</b> |             | <b>Complete</b> |  | <b>Note</b>          |             |


| Appoint contractor to conduct an initial feasibility report on the project.   | 28-Feb-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
|---|---|----------------|--|--------------|------------------------|--------|-------|-------|--------|
| Receive initial feasibility report.   | 18-Apr-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Receive report on options for including a commercial storage facility as part of the re-development.  | 19-May-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Review findings of feasibility/commercial reports, including assessing finance options with Accounts.   | 30-Jun-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Consider the best way to deal with currently stored items should the project progress.  | 19-Sep-2023   | No             | Aligns with Cabinet report milestone date. September 2023 Cabinet report deferred. Timing of report not yet confirmed and so we are unable to propose a revised due date. Existing site not cleared and the need to do this will depend on the Cabinet decision. This will need to have been considered by then to avoid unnecessary delays should we proceed with the preferred option. |              |                        |        |       |       |        |
| Report presented to Leadership Team, PLB and Cabinet seeking a decision on the preferred way forward.   | 19-Sep-2023   | No             | On hold. September 2023 Cabinet report deferred. Timing of report not yet confirmed and so we are unable to propose a revised due date.  |              |                        |        |       |       |        |
| Develop further milestones to reflect Cabinet decision e.g., appoint Project Manager/Quantity Surveyor, finalise Business Case and detailed specifications.   | 30-Sep-2023   | No             | This will follow the Cabinet decision. As the September 2023 Cabinet report was deferred and the timing of report not yet confirmed, we are unable to propose a revised due date.  |              |                        |        |       |       |        |
| Risks   | Risk Level  | Original Score | Current Score  | Target Score | Performance Indicators | Status | Trend | Value | Target |
| 1. Funding the project.<br>2. Unforeseen issues with the development.<br>3. Lower utilisation of the commercial storage opportunity than expected.<br>4. Until the project is completed, risk of damage to items stored at the current facility (mainly reputational, but potentially financial). |  | 5              | 5  | 3            |                        |        |       |       |        |




|   |  |                 |                 |                 |   |                      |             |
|---|--|-----------------|-----------------|-----------------|---|----------------------|-------------|
|  | <b>New Ways of Delivering Housing on Council Land</b>  | <b>Due Date</b> | 31-Mar-2024     | <b>Progress</b> | <div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">66%</div> | <b>Original Date</b> | 01-Dec-2022 |
| <b>Project Summary</b>  | Alternative ways to deliver housing on surplus Council land (other than sale to a developer) to provide a greater financial return to the Council.   |                 |                 |                 |   |                      |             |
| <b>Latest Update</b>  | 06-Nov-2023 Following receipt of the initial external Chartered Surveyor market research report, we have now requested further work to clarify the report findings and to focus on the detail of specific options. Due to the consultant being heavily committed to other projects on our behalf, we now expect the focussed work to be completed and a further report on preferred options to be delivered by 23 December 2023. Once there is clarity regarding the options available, further milestones will be added to the Council Delivery Plan monitoring report. Risk level still assessed as medium, as there remains uncertainty regarding our ability to move forward with specific sites and the appetite for pursuing the identified options. |                 |                 |                 |   |                      |             |
| <b>Milestone</b>  |  | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>     |   |                      |             |
| Determine a way forward/partnership agreement with current provider.                |  | 31-Mar-2022     | Yes             | Completed.      |   |                      |             |
| Start to consider other options for delivery.                                       |  | 31-Mar-2023     | Yes             | Completed.      |   |                      |             |


| Final market research report received from Chartered Surveyor.  |  |  | 31-Jul-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
|---|--|--|---|----------------|--|--------------|------------------------|--------|-------|-------|--------|
| Review report findings/recommendations.   |  |  | 31-Aug-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Dependent on market research findings, develop milestones/timings to report and make a formal decision on the preferred way forward.  |  |  | 30-Sep-2023   | No             | Due date to change to 31 March 2024. Although still to be confirmed, based on anticipated timeframe for further advice (December 2023), now expect to have developed plans for moving things forward by the end of March 2024. |              |                        |        |       |       |        |
| New Milestone - Further work to clarify report findings and to focus on the detail of specific options, leading to a report/further advice on the preferred options.  |  |  | 23-Dec-2023   | No             | Anticipated timeline for further advice is December 2023 due to the consultant being heavily committed to other projects on our behalf.  |              |                        |        |       |       |        |
| Risks   |  |  | Risk Level  | Original Score | Current Score  | Target Score | Performance Indicators | Status | Trend | Value | Target |
| 1. Being able to develop a viable project.<br>2. Ensuring Contract Procurement Rules are adhered to.<br>3. Housing development subject to planning.<br>4. Working with the right supplier(s) for the Council.<br>5. Lack of demand and absorption rate for tenure and build type. |  |  |  | 5              | 5  | 5            |                        |        |       |       |        |




|   | <b>Resident/Public EV Charging in our Car Parks</b>  | <b>Due Date</b> | 31-Oct-2024 | <b>Progress</b> | <div style="border: 1px solid black; padding: 2px; display: inline-block;">50%</div>   | <b>Original Date</b> | 31-Mar-2023 |
|--|--|-----------------|-------------|-----------------|--|----------------------|-------------|
| <b>Project Summary</b>   | Submit grant application to Office for Zero Emission Vehicles for funding. Finalise contract/leases with private sector partner and commence installation of EV charging points.   |                 |             |                 |  |                      |             |
| <b>Latest Update</b>   | 25-Oct-2023 The Council received an offer Letter on 4 September 2023 from OZEV for the full grant application of £135k. This equates to 60% of estimated project costs. Other 40% to be covered by our private sector partner. Given the time taken by DfT to respond to the grant application, the project has been delayed. Now finalising the contract documentation with our partner (which was subject to the grant award) and working with them to agree a revised implementation programme. Expect contract to be in place and relevant leases to be completed by the end of January 2024, prior to works commencing on site. Although precise timeframes still to be confirmed, all units expected to be installed in the eight car parks by 31 October 2024 in accordance with the OZEV grant requirements. Without agreed contract, lease arrangements and implementation programme, there is uncertainty regarding delivering the project on time and meeting grant requirements, and so risk level still assessed as medium. |                 |             |                 |  |                      |             |
| Milestone  |  |                 | Due Date    | Complete        | Note   |                      |             |
| Establish detailed costings for grant application.   |  |                 | 31-Mar-2023 | Yes             | Completed.   |                      |             |
| Submit grant application to OZEV for 60% (originally 75%) of cost, with private partner providing the remaining 40% (originally 25%).  |  |                 | 31-Mar-2023 | Yes             | Completed.   |                      |             |
| Decision on grant application received.  |  |                 | 31-Aug-2023 | Yes             | Completed.   |                      |             |
| Identify private sector partner to assist with grant application and to provide 40% (originally 25%) of funding not met by grant as well as being responsible for ongoing maintenance and future proofing. |  |                 | 31-Aug-2023 | Yes             | Completed.   |                      |             |
| Complete relevant leases with contractor for the length of the contract.   |  |                 | 30-Sep-2023 | No              | Due date to change to 31 January 2024. Still to be confirmed, as dependent on contract documentation and revised implementation programme being agreed with our partner, although we currently expect this milestone to be completed by the end of January 2024. |                      |             |



| Contractor to commence works and NHC to start promoting project.  |   |                | 01-Oct-2023   | No           | Due date to change to 29 February 2024. Still to be confirmed, as dependent on the revised implementation programme being prepared with our partner, although we currently expect works to commence in February 2024. All units to be implemented by October 2024, in accordance with the OZEV grant requirements. |        |       |       |        |
|---|---|----------------|---------------|--------------|--|--------|-------|-------|--------|
| New Milestone - Contract finalised with private sector partner.   |   |                | 31-Dec-2023   | No           |  |        |       |       |        |
| Installation of all new EV charging points completed.   |   |                | 31-Mar-2024   | No           | Due date to change to 31 October 2024. Revised implementation programme yet to be agreed with our partner, but we have to complete installation by October 2024, in accordance with the OZEV grant requirements.   |        |       |       |        |
| Risks   | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators   | Status | Trend | Value | Target |
| 1. Not successful in obtaining grant funding (no longer a risk).<br>2. Unable to identify/procure a private sector partner (no longer a risk).<br>3. Unable to agree contract conditions/relevant lease arrangements with contractor.<br>4. Unable to deliver project in accordance with OZEV requirements. |  | 5              | 5             | 1            |  |        |       |       |        |



|   | <b>Solar PV on Leisure Centres</b>   | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <input type="text" value="16%"/>  | <b>Original Date</b> | 31-Mar-2024 |
|--|--|-----------------|-------------|-----------------|---|----------------------|-------------|
| <b>Project Summary</b>   | Appoint specialist to complete design specification, manage procurement of contractor and oversee subsequent installation of solar PV at the three main leisure facilities.  |                 |             |                 |   |                      |             |
| <b>Latest Update</b>   | 09-Oct-2023 Project currently on hold. It will now be included and considered as part of a wider Corporate Decarbonisation Project. As part of this wider project, we are applying for a grant via the Public Sector Decarbonisation Scheme to fund a decarbonisation review of our main buildings. We expect to hear the outcome of our application in January 2024. Therefore, no further action will be taken to progress the installation of Solar PV technology at the three main leisure facilities until we know whether our application has been successful, and if it goes ahead, we have considered the findings of the decarbonisation review. If we are unsuccessful in obtaining grant funding, we will then have to decide whether to proceed with the originally planned project. |                 |             |                 |   |                      |             |
| Milestone  |  |                 | Due Date    | Complete        | Note  |                      |             |
| 1. Feasibility study.  |  |                 | 31-May-2023 | Yes             | Completed.  |                      |             |
| On hold - 2. Appoint specialist to complete design specification and manage procurement of contractor and subsequent installation. |  |                 | 29-Sep-2023 | No              | Due date to be removed. Milestone to be updated following grant application outcome to reflect if decarbonisation review of our main buildings will be undertaken or an independent decision on project viability will be required. |                      |             |
| New Milestone - Decision received on our Public Sector Decarbonisation Scheme grant application.                                   |  |                 | 31-Jan-2024 | No              |   |                      |             |
| On hold - 3. Design specification completed.   |  |                 | 31-Mar-2024 | No              | Due date to be removed. Milestone to be updated following grant application outcome to reflect if decarbonisation review of our main buildings will be undertaken or an independent decision on project viability will be required. |                      |             |


| On hold - 4. Procurement of contractor to undertake installation works.   |   |                | 31-Mar-2024   | No           | Due date to be removed. Milestone to be updated following grant application outcome to reflect if decarbonisation review of our main buildings will be undertaken or an independent decision on project viability will be required. |   |   |   |        |
|---|---|----------------|---------------|--------------|---|---|---|---|--------|
| On hold - 5. Complete installation of Solar PV.   |   |                | 31-Mar-2024   | No           | Due date to be removed. Milestone to be updated following grant application outcome to reflect if decarbonisation review of our main buildings will be undertaken or an independent decision on project viability will be required. |   |   |   |        |
| Risks   | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators  | Status  | Trend   | Value                                     | Target |
| Risks:<br>- Design specification identifies significant issues.<br>- Tender returns over budget.<br>- Delays to project plan. |  | 5              | 5             | 3            | Units of electricity generated by Solar PV on leisure centres   |  |  | Data will commence once project completed |        |


|  | <b>Work with relevant partners to prevent and relieve homelessness whenever possible</b>   | <b>Due Date</b> | 31-Mar-2024   | <b>Progress</b>   | <input type="text" value="16%"/> | <b>Original Date</b> | 31-Mar-2024 |       |        |
|---|--|-----------------|---------------|---|----------------------------------|----------------------|-------------|-------|--------|
| <b>Project Summary</b>  | Work with relevant partners to prevent homelessness at the earliest stage and develop additional accommodation options that help to relieve homelessness whenever possible.  |                 |               |   |                                  |                      |             |       |        |
| <b>Latest Update</b>  | 30-Oct-2023 Timeframes for completing the development of a Single Homeless Pathway Plan and temporary accommodation forecasting model have both been extended to the end of November 2023. The overall risk level associated with increased levels of homelessness continues to be assessed as high and the initiatives included in this action aim to help us manage the related risks. |                 |               |   |                                  |                      |             |       |        |
| Milestone   |  | Due Date        | Complete      | Note  |                                  |                      |             |       |        |
| Launch Beam private rented access/employment scheme.                              |  | 31-May-2023     | Yes           | On 31 January 2023, Cabinet approved the allocation of Homelessness Prevention Grant funding of £80k for the Beam service to deliver 40 lettings.                                       |                                  |                      |             |       |        |
| Develop Single Homeless Pathway Plan.   |  | 31-Aug-2023     | No            | Due date to change to 30 November 2023. This project identifies the key actions required to stabilise and supplement the accommodation and support services for single homeless people. |                                  |                      |             |       |        |
| Develop temporary accommodation forecasting model.                                |  | 30-Sep-2023     | No            | Due date to change to 30 November 2023. Develop temporary accommodation forecasting model to help manage demand from homeless households in conjunction with Herts CC.                  |                                  |                      |             |       |        |
| Develop funding bid for DLUHC's Supported Housing Accommodation Programme (SHAP). |  | 10-Nov-2023     | No            | DLUHC has invited the Council to bid under its SHAP. Options being developed with partners, including Herts CC, DLUHC, Homes England, Helping Herts Homeless and One YMCA.              |                                  |                      |             |       |        |
| Develop and adopt new five-year Housing Strategy.                                 |  | 31-Mar-2024     | No            | Housing Strategy to include Homelessness and Rough Sleeping Strategy, as well as the Tenancy Strategy. Action also identified in April 2023 through Temporary Accommodation audit.      |                                  |                      |             |       |        |
| Update Common Housing Allocation Scheme.  |  | 31-Mar-2024     | No            | The allocation scheme review will identify required amendments.   |                                  |                      |             |       |        |
| Risks   | Risk Level   | Original Score  | Current Score | Target Score  | Performance Indicators           | Status               | Trend       | Value | Target |


|  |   |   |   |   |  |   |   |     |                  |
|--|---|---|---|---|--|---|---|-----|------------------|
| 1. An unmanageable demand from the public for housing services.<br>2. A lack of alternative housing options.<br>3. An increase in the levels of homelessness.<br>4. An increased use of hotel accommodation for homeless households.<br>5. Major difficulties for some members of the public to access the private rented sector.<br>6. High levels of support are required for some clients/families. |  | 8 | 8 | 5 | Number of households living in temporary accommodation |  |  | 102 | N/A<br>Data Only |
|--|---|---|---|---|--|---|---|-----|------------------|

|  |  |                       |  |                     |   |                      |              |              |               |
|--|--|-----------------------|--|---------------------|---|----------------------|--------------|--------------|---------------|
|   | <b>Cycling Network</b>   | <b>Due Date</b>       | 31-Mar-2024  | <b>Progress</b>     | <div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px; display: inline-block;">66%</div> | <b>Original Date</b> | 31-Mar-2023  |              |               |
| <b>Project Summary</b>   | Working with HCC as they develop a Local Cycling & Walking Infrastructure Plan (LCWIP) and Hertfordshire Active Travel Strategy. Work in partnership with HCC to develop plans/projects for progressing cycling opportunities within North Herts.  |                       |  |                     |   |                      |              |              |               |
| <b>Latest Update</b>   | 25-Oct-2023 HCC adopted the LCWIP for North Hertfordshire on 18 September 2023, setting out a 10-year strategic approach to cycling and walking improvements, and providing necessary policy guidance for progressing cycling opportunities within North Herts. We also expect HCC to adopt the complementary Hertfordshire Active Travel Strategy in early 2024. Cycle parking standards and facilities will be incorporated into the Sustainability SPD, which is currently being prepared. It is no longer the intention to develop a separate Cycling Strategy for North Herts, as it is more effective for officer effort to be directed at seeking funding to assist with the design and delivery of schemes outlined in the LCWIP. In view of available resources, priority will be focussed on urban areas, and this approach aligns with the LCWIP. We will continue to work effectively in partnership with HCC to help identify, fund and deliver the best schemes for North Herts, although it is HCC who will lead and deliver specific projects. In view of this, following adoption of the Hertfordshire Active Travel Strategy, it is unlikely that further milestones will be taken forward in future Council Delivery Plans, as overall responsibility for delivering improvements rests with HCC. |                       |  |                     |   |                      |              |              |               |
| <b>Milestone</b>   | <b>Due Date</b>  | <b>Complete</b>       | <b>Note</b>  |                     |   |                      |              |              |               |
| Working with HCC on the production of a draft Local Cycling & Walking Infrastructure Plan (LCWIP) - for formal consultation.   | 26-Sep-2022  | Yes                   | Completed.   |                     |   |                      |              |              |               |
| HCC/NHC finalise review of consultation findings.  | 09-Jun-2023  | Yes                   | Completed.   |                     |   |                      |              |              |               |
| Report to NHC Cabinet for comment and recommendations on the LCWIP.  | 27-Jun-2023  | Yes                   | Completed.   |                     |   |                      |              |              |               |
| Adoption of LCWIP by HCC Highways Transport Panel/Cabinet.   | 31-Oct-2023  | Yes                   | Completed.   |                     |   |                      |              |              |               |
| Further milestones dependent on adoption of LCWIP and Hertfordshire Active Travel Strategy.  | 30-Nov-2023  | No                    | Due date to change to 31 March 2024. Further milestones relating to plans for progressing cycling opportunities within North Herts to be considered at this time, although HCC is responsible for delivering specific projects, working in partnership with NHC. |                     |   |                      |              |              |               |
| New Milestone - HCC adopt Hertfordshire Active Travel Strategy.  | 29-Feb-2024  | No                    |  |                     |   |                      |              |              |               |
| <b>Risks</b>   | <b>Risk Level</b>  | <b>Original Score</b> | <b>Current Score</b>   | <b>Target Score</b> | <b>Performance Indicators</b>   | <b>Status</b>        | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| 1. Resourcing for NHC and HCC.<br>2. Timing and adoption of LCWIP by HCC Transport Panel/Cabinet (no longer a risk).<br>3. Limits to what can be achieved in the short-term. |   | 3                     | 2  | 1                   |   |                      |              |              |               |


|  |   |   |                       |   |                                  |                               |               |              |              |               |
|--|---|---|-----------------------|---|----------------------------------|-------------------------------|---------------|--------------|--------------|---------------|
|   | <b>Finalise Pay on Exit Parking Review</b>  | <b>Due Date</b>   | 31-Mar-2024           | <b>Progress</b>   | <input type="text" value="50%"/> | <b>Original Date</b>          | 30-Sep-2022   |              |              |               |
| <b>Project Summary</b>   | Procure suppliers and start replacing all existing parking machines in early 2024.  |   |                       |   |                                  |                               |               |              |              |               |
| <b>Latest Update</b>   | 25-Oct-2023 Progress being made and Cabinet agreed revised parking tariffs in September 2023. However, general resourcing issues and a revised procurement approach means that milestone due dates need to be revised. We will now appoint a contractor to replace existing parking machines via a framework mini competition. This exercise is due to commence November 2023 and complete January 2024. We now expect procurement of a contractor to replace tariff boards to be completed in February 2024 and TROs to be updated in March 2024. Works to replace existing parking machines will commence later than originally planned in March 2024, although we still expect all works to be completed by 31 March 2025 in line with allocated Capital funding. Risk level still assessed as low, although at this early stage there is uncertainty relating to the procurement of contractors, public reaction to changes/associated disruption, and the impact on future parking income. |   |                       |   |                                  |                               |               |              |              |               |
| <b>Milestone</b>   |   | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>   |                                  |                               |               |              |              |               |
| Consultants appointed to produce Feasibility Study to be reported to Exec Member & Deputy.   |   | 31-Jul-2022   | Yes                   | Completed.  |                                  |                               |               |              |              |               |
| Report to PLB to get a steer on proceeding to a pay on exit trial.   |   | 01-Nov-2022   | Yes                   | Completed.  |                                  |                               |               |              |              |               |
| The Cabinet report determines further milestones.  |   | 31-Mar-2023   | Yes                   | Completed.  |                                  |                               |               |              |              |               |
| Report presented to Cabinet to agree revised tariffs.  |   | 30-Sep-2023   | Yes                   | Completed.  |                                  |                               |               |              |              |               |
| Procure supplier by framework mini competition to replace existing parking machines.   |   | 30-Nov-2023   | No                    | Due date to change to 31 January 2024. General resourcing issues and a revised procurement approach means that milestone due date needs to be revised. Exercise to commence November 2023 and complete January 2024.      |                                  |                               |               |              |              |               |
| Procure supplier to replace tariff boards.   |   | 30-Nov-2023   | No                    | Due date to change to 29 February 2024. Linked to delay noted in the above milestone.   |                                  |                               |               |              |              |               |
| Update TROs.   |   | 31-Dec-2023   | No                    | Due date to change to 31 March 2024. Updated TROs will need to be in place prior to works commencing.   |                                  |                               |               |              |              |               |
| Contractor to commence works (works to be undertaken during 2023/24 and 2024/25).  |   | 31-Jan-2024   | No                    | Due date to change to 31 March 2024. Although there have been project delays due to resourcing and procurement issues, we still expect all works to be completed by 31 March 2025 in line with allocated Capital funding. |                                  |                               |               |              |              |               |
| <b>Risks</b>   |   | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>  | <b>Target Score</b>              | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| 1. Budget implications of selected scheme.<br>2. Inability to procure suppliers within approved budget.<br>3. Negative public reaction to changes and disruption during works.<br>4. Loss of income during associated works. |   |  | 1                     | 1   | 1                                |                               |               |              |              |               |


|   |  |                 |             |                 |                                  |                      |             |
|---|--|-----------------|-------------|-----------------|----------------------------------|----------------------|-------------|
|  | <b>Financial Sustainability/Balancing our Budget</b>                                       | <b>Due Date</b> | 30-Sep-2024 | <b>Progress</b> | <input type="text" value="33%"/> | <b>Original Date</b> | 28-Feb-2023 |
| <b>Project Summary</b>  | To deliver a medium term balanced budget for the Council that reflects Council priorities. |                 |             |                 |                                  |                      |             |


|  |   |                       |   |                     |                               |               |              |              |               |
|--|---|-----------------------|---|---------------------|-------------------------------|---------------|--------------|--------------|---------------|
| <b>Latest Update</b>   | 10-Nov-2023 Medium Term Financial Strategy going to Cabinet on 14 November 2023. Communications on how the Council sets its budget will be delayed to align better with the setting of the 2024/25 budget at the end of February. Precise timing still to be determined with Communications team to ensure that engagement happens at the right time. |                       |   |                     |                               |               |              |              |               |
| <b>Milestone</b>   | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>   |                     |                               |               |              |              |               |
| Medium Term Financial Strategy (aligned to Council Plan) approved by Council.  | 22-Sep-2022   | Yes                   | Completed.  |                     |                               |               |              |              |               |
| Budget for 2023/24 approved by Council.  | 23-Feb-2023   | Yes                   | Completed.  |                     |                               |               |              |              |               |
| Medium Term Financial Strategy approved by Council.  | 23-Nov-2023   | Yes                   | Council adopted the Medium Term Financial Strategy on 23 November 2023.   |                     |                               |               |              |              |               |
| Communications on how the Council sets its budget.   | 30-Nov-2023   | No                    | To be determined with Communications team when timing makes sense to ensure that engagement happens at the right time. Will be delayed to align better with the setting of the budget for 2024/25 at the end of February. |                     |                               |               |              |              |               |
| Budget for 2024/25 approved by Council.  | 29-Feb-2024   | No                    |   |                     |                               |               |              |              |               |
| Respond to expected consultation on funding reform.  | 30-Sep-2024   | No                    | Not now expected to have consultation until summer 2024.  |                     |                               |               |              |              |               |
| <b>Risks</b>   | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>  | <b>Target Score</b> | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| 1. Funding reductions as a result of new funding formula.<br>2. Sales, fees, and charges income continues at a lower level due to changes in behaviour from Covid-19 and impact of 'cost of living'.<br>3. Not able to make the required decisions to deliver budget savings required.<br>4. Increases in costs (reductions in income) when contracts are renewed and as a result of inflationary increases. |    | 9                     | 9   | 5                   |                               |               |              |              |               |



|   |   |                 |             |                 |  |                      |             |
|---|---|-----------------|-------------|-----------------|--|----------------------|-------------|
|  | <b>Health Inequalities</b>  | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <div style="border: 1px solid black; width: 50px; height: 15px; background-color: #4a86e8; color: white; display: flex; align-items: center; justify-content: center;">50%</div> | <b>Original Date</b> | 31-Mar-2023 |
| <b>Project Summary</b>  | Deliver projects to address health inequalities using approved funding for 2023/24. Following confirmation of HCC funding arrangements for 2024/25, agree delivery plans for 2024/25 projects (delivery plans to be agreed by end of January 2024).   |                 |             |                 |  |                      |             |
| <b>Latest Update</b>  | 10-Oct-2023 HCC confirmed continued funding for 2024/25. Mid-point evaluations of each current intervention completed, demonstrating the effectiveness of each project, and remaining funding for 2023/24 released to partners. A further review of 2023/24 projects will inform the annual delivery plan for 2024/25 projects, with proposals due to be submitted to HCC by end of January 2024. HCC also confirmed continued funding for the North Herts Healthy Hub. In view of continued funding, risk level associated with the delivery of projects and support services in 2023/24 and 2024/25 is low, although there remains uncertainty regarding funding levels and provision in later years. |                 |             |                 |  |                      |             |
| <b>Milestone</b>  | <b>Due Date</b>   | <b>Complete</b> | <b>Note</b> |                 |  |                      |             |
| Secure Tranche 1 funding (Health and Wellbeing led projects).                       | 31-May-2022   | Yes             | Completed.  |                 |  |                      |             |





| Develop an action plan for Tranche 1 (based on Public Health Strategy, Health Inequalities Framework and Joint Strategic Needs Assessment).  |  |  | 31-Dec-2022   | Yes            | Completed.  |              |                        |        |       |       |        |
|--|--|--|---|----------------|---|--------------|------------------------|--------|-------|-------|--------|
| Deliver Tranche 1 projects (as planned for 2022/23).   |  |  | 31-Mar-2023   | Yes            | Completed.  |              |                        |        |       |       |        |
| Royston Men's Club - June 2023 course.   |  |  | 30-Jun-2023   | Yes            | Completed.  |              |                        |        |       |       |        |
| Royston Men's Club - September 2023 course.  |  |  | 30-Sep-2023   | Yes            | Completed.  |              |                        |        |       |       |        |
| New Milestone - Royston Men's Club - November 2023 course.   |  |  | 30-Nov-2023   | Yes            | Course has been delivered. Awaiting details of participant numbers.           |              |                        |        |       |       |        |
| New Milestone - Review 2023/24 projects and submit proposed annual delivery plan for 2024/25 projects to HCC.  |  |  | 31-Jan-2024   | No             | Outcome of this will determine delivery for 2024/25.                          |              |                        |        |       |       |        |
| New Milestone - Royston Men's Club – January 2024 course.  |  |  | 31-Jan-2024   | No             |   |              |                        |        |       |       |        |
| Letchworth Horticultural Therapy.  |  |  | 31-Mar-2024   | No             | Budget of £5K to deliver individual placements of 12/24 weeks during 2023/24. |              |                        |        |       |       |        |
| Royston Emotional Wellbeing project.   |  |  | 31-Mar-2024   | No             | Two groups meeting every week throughout 2023/24.                             |              |                        |        |       |       |        |
| Risks  |  |  | Risk Level  | Original Score | Current Score   | Target Score | Performance Indicators | Status | Trend | Value | Target |
| Risks<br>- Inability to achieve funding for future years.<br>- Delays in achieving funding.<br>- Restrictive funding terms.<br>- Staff shortages/competing priorities.<br>Leading to:<br>- Cessation of current projects/services.<br>- Delays in achieving outcomes.<br>- Limited scope of projects.<br>- Limited progress with pursuing funding opportunities/delivering projects. |  |  |  | 7              | 3   | 3            |                        |        |       |       |        |

|   |  |                 |             |                 |                          |                      |             |
|---|--|-----------------|-------------|-----------------|--------------------------|----------------------|-------------|
|  | <b>Leisure Contract Procurement</b>  | <b>Due Date</b> | 01-Apr-2024 | <b>Progress</b> | 46% <input type="text"/> | <b>Original Date</b> | 01-Apr-2024 |
| <b>Project Summary</b>  | Procurement of leisure management contracts. Current contracts end on 31 March 2024. Includes development of strategies and procurement processes.   |                 |             |                 |                          |                      |             |
| <b>Latest Update</b>  | 18-Oct-2023 Procurement progressing well. Project plan revised to enable a longer mobilisation period. Now plan to present report to Cabinet on 12 December 2023 and award contract in early January 2024. Risk level still assessed as medium, although lack of responses to tender and value of bids now represent a lower risk, and revisions to the project plan have helped mitigate the risks associated with mobilising the new contract in time for the 1 April 2024 start date. |                 |             |                 |                          |                      |             |



| Milestone  | Due Date  | Complete       | Note   |              |                        |        |       |       |        |
|--|---|----------------|--|--------------|------------------------|--------|-------|-------|--------|
| Develop pre-procurement strategy.  | 20-Mar-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Issue contract notice.   | 24-Apr-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Market Interest Day.   | 03-May-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Selected candidates invited to submit Initial Tender.  | 12-Jun-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Develop Active North Herts Strategy and present to Cabinet for adoption.   | 27-Jun-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
| Closing date for Initial Tender submissions.   | 17-Aug-2023   | Yes            | Completed  |              |                        |        |       |       |        |
| Deadline for revised tender submissions (if required).   | 17-Nov-2023   | Yes            | Deadline changed to 8 November 2023.   |              |                        |        |       |       |        |
| Evaluation of tenders.   | 31-Dec-2023   | Yes            | Evaluation completed on the revised target date of 17 November 2023.   |              |                        |        |       |       |        |
| Present report to Cabinet.   | 11-Jan-2024   | No             | Due date to change to 12 December 2023, which is the new Extraordinary Cabinet meeting date. Report will be presented to O&S on 5 December 2023 prior to going to Cabinet. |              |                        |        |       |       |        |
| Notification of outcome to bidders.  | 15-Jan-2024   | No             | Due date to change to 20 December 2023.  |              |                        |        |       |       |        |
| Finalise Contract Award.   | 31-Jan-2024   | No             | Due date to change to 2 January 2024.  |              |                        |        |       |       |        |
| Amended Milestone - Mobilisation period - 2 January 2024 to 31 March 2024.   | 31-Mar-2024   | No             | Now plan for the mobilisation period to commence on 2 January 2024 rather than 1 February 2024.  |              |                        |        |       |       |        |
| Start of new contract.   | 01-Apr-2024   | No             |  |              |                        |        |       |       |        |
| Risks  | Risk Level  | Original Score | Current Score  | Target Score | Performance Indicators | Status | Trend | Value | Target |
| Risks:<br>- In-house staff capacity to deliver procurement on time.<br>- Limited flexibility in project plan leaves little room for manoeuvre if key milestone dates are not met.<br>- Poor quality specification will impact contract delivery.<br>- Lack of responses to tender.<br>- Low value bids from respondents.<br>- Awarding contract to new supplier could lead to mobilisation/operational issues at handover. |  | 5              | 5  | 3            |                        |        |       |       |        |


|  |  |                       |                      |                     |                                  |                      |              |              |               |
|--|--|-----------------------|----------------------|---------------------|----------------------------------|----------------------|--------------|--------------|---------------|
|   | <b>Master Planning</b>   | <b>Due Date</b>       | 31-Mar-2024          | <b>Progress</b>     | <input type="text" value="44%"/> | <b>Original Date</b> | 31-Mar-2023  |              |               |
| <b>Project Summary</b>   | Secure funding for Master Plans. Develop Master Plans and seek adoption. Focus is on 6 Strategic sites (approximately 8,500 homes in total) that account for the majority of homes, although there are 12 other sites (approximately 2,500 additional homes) presently captured by masterplan policy requirements.   |                       |                      |                     |                                  |                      |              |              |               |
| <b>Latest Update</b>   | 03-Nov-2023 Progress remains ongoing on these strategic site projects. The Planning Control Committee reconsidered the Highover Farm application in October 2023 and resolved to grant planning permission subject to completion of a legal agreement. Further masterplans are expected to progress through public consultation in late 2023 and early 2024. The Council's lead professional officer for these workstreams has recently resigned. This post has been advertised and recruitment is ongoing. A further professional post has now been filled on a fixed-term basis through a Government-backed placement scheme (Public Practice). Interim consultant support has been secured, however there has been a reduction in the Council's capacity and ability to respond effectively which will be monitored on an ongoing basis. Most sites are expected to reach at least the draft masterplan stage during 2023/24. However, it is now anticipated that formal approvals are likely to extend into 2024/25. Although the 'Council-side' matters outlined above are an influence, this is equally due to the complexity of the projects and/or factors on the developer side. The initial 'grace period' during which the Council was exempted from certain Government measures following adoption of its Local Plan is now expired. A revised National Planning Policy Framework is anticipated to be published by the Government shortly which, among other matters, is anticipated to reintroduce and extend the 'grace period' to potentially cover up to five years from Local Plan adoption. In the meantime, relevant planning decisions and recommendations will have regard to national policies on land supply alongside the Local Plan. |                       |                      |                     |                                  |                      |              |              |               |
| <b>Milestone</b>   | <b>Due Date</b>  | <b>Complete</b>       | <b>Note</b>          |                     |                                  |                      |              |              |               |
| Liaise with developers and identify the Council's expectations with regard master planning.  | 31-Mar-2023  | Yes                   | Completed.           |                     |                                  |                      |              |              |               |
| Secure funding for master planning through the development of Planning Performance Agreements (PPAs) to seek to cover NHC and HCC costs as far as is practicable.  | 31-Mar-2023  | Yes                   | Completed.           |                     |                                  |                      |              |              |               |
| Consideration of Highover Farm masterplan by Planning Committee (18/01154/OP, Local Plan Policy SP17).   | 30-Jun-2023  | Yes                   | Completed.           |                     |                                  |                      |              |              |               |
| Approval of pre-application Strategic Masterplan for GA2 North-east of Great Ashby (Local Plan Policy SP18).   | 31-Dec-2023  | No                    |                      |                     |                                  |                      |              |              |               |
| Approval of pre-application Strategic Masterplan for NS1 North of Stevenage (Local Plan Policy SP16).  | 31-Dec-2023  | No                    |                      |                     |                                  |                      |              |              |               |
| Further consideration of Highover Farm masterplan by Planning Committee (18/01154/OP, Local Plan Policy SP17).   | 31-Dec-2023  | Yes                   | Completed.           |                     |                                  |                      |              |              |               |
| Approval of pre-application Strategic Masterplan for Baldock sites (Local Plan Policies SP14, BA2, BA3 & BA10).  | 31-Mar-2024  | No                    |                      |                     |                                  |                      |              |              |               |
| Approval of pre-application Strategic Masterplan for LG1 North of Letchworth (Local Plan Policy SP15).   | 31-Mar-2024  | No                    |                      |                     |                                  |                      |              |              |               |
| Approval of Strategic Masterplan for EL123 East of Luton (Local Plan Policy SP19).   | 31-Mar-2024  | No                    |                      |                     |                                  |                      |              |              |               |
| <b>Risks</b>   | <b>Risk Level</b>  | <b>Original Score</b> | <b>Current Score</b> | <b>Target Score</b> | <b>Performance Indicators</b>    | <b>Status</b>        | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| 1. Risk of poor scheme outcomes that do not appropriately respond to local character and context.<br>2. Risk that strategic sites do not maximise contribution to corporate objectives and priorities of climate change, environment, economy and place. |   | 5                     | 5                    | 3                   |                                  |                      |              |              |               |


|  |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|
| 3. Risk of delay to delivery of strategic sites if masterplan process is delayed or stalled or provides insufficient information to guide subsequent planning applications.<br>4. Failure to secure funding to resource the process.<br>5. Reduction in pre-application income and delay to income from planning applications.<br>6. Failure to retain/recruit sufficiently experienced officers.<br>7. Risk of adverse appeal findings on other/non-Local Plan sites if delivery is delayed or stalled. |  |  |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|--|--|--|


|  |  |   |                       |   |   |                               |               |              |              |               |
|--|--|---|-----------------------|---|---|-------------------------------|---------------|--------------|--------------|---------------|
|   | <b>Oughtonhead Common Weir</b>   | <b>Due Date</b>   | 30-Sep-2024           | <b>Progress</b>   | <div style="border: 1px solid black; background-color: #ADD8E6; width: 50px; text-align: center; padding: 2px;">75%</div> | <b>Original Date</b>          | 30-Sep-2024   |              |              |               |
| <b>Project Summary</b>   | Replace the collapsed weir.  |   |                       |   |   |                               |               |              |              |               |
| <b>Latest Update</b>   | 04-Oct-2023 Contractor appointed, with a contract start date of 18 September 2023. Contractor has commenced work on site to undertake required surveys and investigations. Subsequent detailed design work will commence in November 2023. The current plan is for design documentation and consent submissions to be completed by the end of January 2024, which will then allow us to tender for the required works. Risk level assessed as low, as although delays in completing the design work or procurement process could affect our ability to complete required works by the end of Summer 2024, any further deterioration of the partially collapsed weir is unlikely to result in a significant impact. |   |                       |   |   |                               |               |              |              |               |
| <b>Milestone</b>   |  | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>   |   |                               |               |              |              |               |
| Options appraisal completed.   |  | 31-Dec-2022   | Yes                   | Completed.  |   |                               |               |              |              |               |
| Capital budget approved (£400K) to implement preferred option.   |  | 31-Mar-2023   | Yes                   | Completed.  |   |                               |               |              |              |               |
| Commence contract with CMS to manage delivery of the project.  |  | 01-Apr-2023   | Yes                   | Completed.  |   |                               |               |              |              |               |
| CMS to confirm delivery plan for the development of detailed specification and completion of works phases.   |  | 31-May-2023   | Yes                   | Completed.  |   |                               |               |              |              |               |
| Return of tenders for the development of the detailed design and specification for the preferred option.   |  | 11-Sep-2023   | Yes                   | Completed.  |   |                               |               |              |              |               |
| Evaluation of tenders for the development of the detailed design and specification for the preferred option, and appointment of supplier.                                      |  | 30-Sep-2023   | Yes                   | Completed.  |   |                               |               |              |              |               |
| New Milestone - Design documentation and consent submissions completed.  |  | 31-Jan-2024   | No                    |   |   |                               |               |              |              |               |
| Amended Milestone - Introduce further milestones following completion of the design stage relating to the subsequent procurement process and delivery of the preferred option. |  | 29-Feb-2024   | No                    | Anticipate tendering for works in early 2024, with works hopefully commencing in late spring/early summer 2024 when water levels are low. |   |                               |               |              |              |               |
| <b>Risks</b>   |  | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>  | <b>Target Score</b>   | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| Risks:<br>- External funding from HCC, EA and residents is not available.  |  |  | 4                     | 2   | 1   |                               |               |              |              |               |


|   |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|
| - Existing situation deteriorates quickly prior to any works being undertaken.<br>- Issues with contractor resources delay design stage, procurement process or completion of works on site.<br>Leading to:<br>- Full allocated Capital budget being used.<br>- Planned timeline for delivery not being achieved.<br>- Further urgent temporary solutions being required to manage an immediate changing situation. |  |  |  |  |  |  |  |  |  |
|---|--|--|--|--|--|--|--|--|--|


|   |   |                       |  |                     |                                  |                      |              |              |               |
|---|---|-----------------------|--|---------------------|----------------------------------|----------------------|--------------|--------------|---------------|
|    | <b>Playground Renovation Programme</b>  | <b>Due Date</b>       | 31-Mar-2024  | <b>Progress</b>     | <input type="text" value="33%"/> | <b>Original Date</b> | 31-Mar-2024  |              |               |
| <b>Project Summary</b>  | Progress playground renovation projects, as per the Greenspace Strategy. Two identified projects for 2023/24 (budget £180K).  |                       |  |                     |                                  |                      |              |              |               |
| <b>Latest Update</b>  | 05-Oct-2023 Groundwork progressing the two projects. Should be going out to tender for both shortly. Still anticipate completing the projects by the due dates specified. Risk level continues to be assessed as low, with potential risks being supply issues relating to equipment and materials. |                       |  |                     |                                  |                      |              |              |               |
| <b>Milestone</b>  | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>  |                     |                                  |                      |              |              |               |
| 2023/24 work programme received from Groundwork.  | 31-Mar-2023   | Yes                   | Completed.   |                     |                                  |                      |              |              |               |
| Complete replacement of one piece of equipment and associated surfacing at Serby Avenue Recreation Ground.  | 31-Dec-2023   | No                    | Timeline from the March 2023 programme - June to December 2023. On track.    |                     |                                  |                      |              |              |               |
| Complete renovation of the playground at Bancroft Recreation Ground.  | 31-Mar-2024   | No                    | Timeline from the March 2023 programme - April 2023 to March 2024. On track. |                     |                                  |                      |              |              |               |
| <b>Risks</b>  | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>   | <b>Target Score</b> | <b>Performance Indicators</b>    | <b>Status</b>        | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| Risks:<br>- Budget insufficient to deliver project following appropriate public consultation.<br>- Supply issues linked to materials/equipment.<br>Leading to:<br>- Planned playground renovations being revised/delayed. |    | 3                     | 1  | 1                   |                                  |                      |              |              |               |


|   |   |                 |             |                 |                                  |                      |             |
|---|---|-----------------|-------------|-----------------|----------------------------------|----------------------|-------------|
|  | <b>Pursue commercial leasing opportunity for Royston Town Hall Annexe</b>   | <b>Due Date</b> | 30-Jun-2024 | <b>Progress</b> | <input type="text" value="40%"/> | <b>Original Date</b> | 31-May-2023 |
| <b>Project Summary</b>  | In this year, to progress negotiations with HCC regarding the acquisition of vehicular access rights over their land and to maintain ongoing dialogue with interested party whilst seeking to acquire access rights.  |                 |             |                 |                                  |                      |             |
| <b>Latest Update</b>  | 06-Nov-2023 Due to prioritising other projects, there has been no progress since the previous update. It is unlikely that this project will move forward until we have successfully recruited further surveyors. We are still waiting for HCC to engage with us regarding the acquisition of rights over their land from the public highway, and without acquiring these vehicular access rights the project is unlikely to progress in any meaningful way. Currently, it is difficult to comment on the timings of recorded milestones, although it is likely that the current target dates will not be achieved. Risks to the |                 |             |                 |                                  |                      |             |


|   | project remain resourcing issues, reliance on HCC regarding obtaining access rights, and the interested party withdrawing their interest. There remains a possibility that the current project will not be delivered. |  |   |                |               |              |                        |        |       |       |        |
|---|---|--|---|----------------|---------------|--------------|------------------------|--------|-------|-------|--------|
| Milestone   |   |  | Due Date  | Complete       | Note          |              |                        |        |       |       |        |
| Exploring options following unsolicited solid interest in site.   |   |  | 31-Mar-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
| Ascertain, acquire, and address rights and restrictions on the site.  |   |  | 31-May-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
| Commencement of negotiations with HCC regarding the acquisition of vehicular access rights over their land from the public highway.   |   |  | 15-Dec-2023   | No             |               |              |                        |        |       |       |        |
| Completion of negotiations with HCC regarding the acquisition of vehicular access rights over their land and arrangements formalised.   |   |  | 30-Jun-2024   | No             |               |              |                        |        |       |       |        |
| Maintain ongoing dialogue with interested party whilst seeking to acquire access rights from HCC.   |   |  | 30-Jun-2024   | No             |               |              |                        |        |       |       |        |
| Risks   |   |  | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators | Status | Trend | Value | Target |
| 1. Lack of engagement from HCC restricts our ability to acquire access rights.<br>2. Cost and time in acquiring rights or addressing restrictions are prohibitive.<br>3. Planning permission refused or subject to unviable conditions.<br>4. Desire to retain partial community use impinges on viability.<br>5. Build cost inflation impinges on viability. |   |  |  | 5              | 5             | 3            |                        |        |       |       |        |

|  | <b>Royston Leisure Centre Solar Thermal</b>  | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | 50% <input type="text"/>  | <b>Original Date</b> | 31-Mar-2023 |
|---|--|-----------------|-------------|-----------------|---|----------------------|-------------|
| <b>Project Summary</b>  | Installation of Solar Thermal technology at Royston Leisure Centre.  |                 |             |                 |   |                      |             |
| <b>Latest Update</b>  | 09-Oct-2023 Project currently on hold. It will now be included and considered as part of a wider Corporate Decarbonisation Project. As part of this wider project, we are applying for a grant via the Public Sector Decarbonisation Scheme to fund a decarbonisation review of our main buildings. We expect to hear the outcome of our application in January 2024. Therefore, no further action will be taken to progress the installation of Solar Thermal technology at Royston Leisure Centre until we know whether our application has been successful, and if it goes ahead, we have considered the findings of the decarbonisation review. If we are unsuccessful in obtaining grant funding, we will then have to decide whether to proceed with the originally planned project. |                 |             |                 |   |                      |             |
| Milestone   |  |                 | Due Date    | Complete        | Note  |                      |             |
| Design specification.   |  |                 | 31-May-2022 | Yes             | Completed.  |                      |             |
| Complete procurement and appoint contractor.                                      |  |                 | 16-Dec-2022 | Yes             | Second procurement exercise closed on 31 January 2023. This was unsuccessful. |                      |             |
| Feasibility report received from consultant.                                      |  |                 | 31-May-2023 | Yes             | Completed.  |                      |             |


| Change to Due Date - If project proceeds, further milestones to be developed and incorporated into the Council Delivery Plan.                   |  |  | 31-Dec-2023   | No             | Due date to change to 31 March 2024. Further action is dependent on grant application outcome and decision to proceed with project.   |              |                        |        |       |       |        |
|---|--|--|---|----------------|---|--------------|------------------------|--------|-------|-------|--------|
| Change to Due Date - Review report findings and decision on project viability.  |  |  | 31-Dec-2023   | No             | Due date to change to 31 March 2024. Timings uncertain, as dependent on whether a decarbonisation review of our main buildings is undertaken or an independent decision on project viability is required. |              |                        |        |       |       |        |
| New Milestone - Decision received on our Public Sector Decarbonisation Scheme grant application.  |  |  | 31-Jan-2024   | No             |   |              |                        |        |       |       |        |
| Risks   |  |  | Risk Level  | Original Score | Current Score   | Target Score | Performance Indicators | Status | Trend | Value | Target |
| 1. Solar Thermal not viable alongside installation of Solar PV.<br>2. Tender returns over budget.<br>3. Delays to procurement/project delivery. |  |  |  | 5              | 5   | 5            |                        |        |       |       |        |



|   | <b>Shared Prosperity Fund</b>   | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <div style="border: 1px solid black; width: 66px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">66%</div> | <b>Original Date</b> | 31-Mar-2023 |
|--|---|-----------------|-------------|-----------------|--|----------------------|-------------|
| <b>Project Summary</b>   | Deliver projects to support the aims of the Shared Prosperity Fund, as agreed with Government.  |                 |             |                 |  |                      |             |
| <b>Latest Update</b>   | 10-Nov-2023 Update on the progress of Town Centre Programmes and related SPF funding is provided in the Town Centre Recovery update. The timings for installation of outdoor fitness equipment in Hitchin and Letchworth are still to be confirmed, although we still expect works to be completed this financial year. |                 |             |                 |  |                      |             |
| Milestone  |   |                 | Due Date    | Complete        | Note   |                      |             |
| Submit Investment Plan.  |   |                 | 28-Jul-2022 | Yes             | Completed.   |                      |             |
| Work with Government on approval of Investment Plan.   |   |                 | 31-Dec-2022 | Yes             | Completed.   |                      |             |
| Deliver projects: Continue community wealth fund.  |   |                 | 31-Mar-2023 | Yes             | Completed.   |                      |             |
| Deliver projects: Recruit sports development officer. Deliver outdoor fitness classes and first set of new outdoor exercise equipment. |   |                 | 31-Mar-2023 | Yes             | Completed.   |                      |             |
| Deliver projects: Town Centre regeneration plans and initial activities.   |   |                 | 31-Mar-2023 | Yes             | Completed.   |                      |             |
| Allocate 2022/23 Shared Prosperity Fund (Town Centre Tranche) funding to enable improvements to town centres and high streets.         |   |                 | 29-Jun-2023 | Yes             | Completed.   |                      |             |
| Installation of outdoor fitness equipment in Royston.  |   |                 | 31-Aug-2023 | Yes             | Completed.   |                      |             |
| Recruit fitness project manager, and commence fitness classes based on GP referrals.   |   |                 | 31-Aug-2023 | Yes             | Completed.   |                      |             |
| Approve BIDs (and other town centre stakeholder groups) programmes for use of town centre improvement funding.                         |   |                 | 31-Mar-2024 | No              |  |                      |             |



| Installation of outdoor fitness equipment in Hitchin.   | 31-Mar-2024   | No             | Due date to be confirmed. Groundworks (who are leading the project) going out to tender in November 2023. Once the contract has been awarded, we will receive a timeframe for installation. Still expect to complete works this financial year. |              |                        |        |       |       |        |
|---|---|----------------|---|--------------|------------------------|--------|-------|-------|--------|
| Installation of outdoor fitness equipment in Letchworth.  | 31-Mar-2024   | No             | Due date to be confirmed. Groundworks (who are leading the project) going out to tender in November 2023. Once the contract has been awarded, we will receive a timeframe for installation. Still expect to complete works this financial year. |              |                        |        |       |       |        |
| Provide 2023/24 allocation of funding for town centre improvements.   | 31-Mar-2024   | No             |   |              |                        |        |       |       |        |
| Risks   | Risk Level  | Original Score | Current Score   | Target Score | Performance Indicators | Status | Trend | Value | Target |
| 1. Lack of general resources to deliver these projects as they are on top of core Council activities.<br>2. Failure to spend the money by the end of the grant period.<br>3. Lack of expertise in providing the required returns to Government on use of the grant.<br>4. Long lead times for capital elements means that items are unavailable until beyond the end of the funding period. |  | 5              | 5   | 3            |                        |        |       |       |        |



|  |  |                 |             |                 |   |                      |             |
|--|--|-----------------|-------------|-----------------|---|----------------------|-------------|
|   | <b>Town Centre Recovery</b>  | <b>Due Date</b> | 31-Mar-2024 | <b>Progress</b> | <div style="border: 1px solid black; background-color: #add8e6; padding: 2px; display: inline-block;">83%</div> | <b>Original Date</b> | 31-Mar-2023 |
| <b>Project Summary</b>   | Experimental Traffic Regulation Orders in Hitchin and Royston town centres to be made permanent. Facilitate work with key stakeholders to develop and implement formal recovery/improvement programmes for each town utilising available Shared Prosperity Fund funding.   |                 |             |                 |   |                      |             |
| <b>Latest Update</b>   | 07-Nov-2023 The Shared Prosperity Fund (SPF) is open until March 2025. All the towns, except Baldock, have developed projects and have been funded in Year 1 (2022/23) and Year 2 (2023/24). They are now working on items for 2024/25, as well as items for the remaining 2023/24 funding. Baldock have no fundable entity yet. Save the High Streets and the HCC Growth Board have commenced activities in Baldock to assess the feasibility of a Trade Association of Town Centre Businesses in Baldock and held the first two traders' meetings. The group has a number of short term and medium term ideas, relating to Christmas and increasing the popularity of the market, which may require some SPF funding when they are formally established. NHC is assisting Letchworth, Baldock and Royston to develop Town Centre Programmes. These are owned by the town stakeholders and benefit them by organising their ideas into a coherent programme. NHC input is via support and consultation. Hitchin did not require help and we understand they already have a programme/plans in place via the Hitchin Initiative/BID. The Town Centre Programme development has started in Letchworth, where People and Places (using SPF funding) have been helping develop the BID relaunch programme to coincide with other Heritage Foundation initiatives including the rebranding and marketing strategies. We expect the Letchworth programme to be in place by March 2024. By this time, People and Places will have moved on to the Baldock and Royston programmes, and these should be completed by October 2024. |                 |             |                 |   |                      |             |
| <b>Milestone</b>   | <b>Due Date</b>  | <b>Complete</b> | <b>Note</b> |                 |   |                      |             |
| Completion of Welcome Back Fund town centre recovery plans for the four towns.   | 31-Mar-2023  | Yes             | Completed.  |                 |   |                      |             |
| Following on from Welcome Back Fund work, People & Places re-engaged to work with key stakeholders to facilitate development of detailed town centre programmes. | 30-Apr-2023  | Yes             | Completed.  |                 |   |                      |             |
| Allocate 2022/23 Shared Prosperity Fund (Town Centre Tranche) funding to enable improvements to town centres and high streets.                                   | 29-Jun-2023  | Yes             | Completed.  |                 |   |                      |             |
| Development of permit scheme for experimental traffic orders in Hitchin Town Centre, sub-delegate to appropriate body, enforcement to be with NHC.               | 31-Jul-2023  | Yes             | Completed.  |                 |   |                      |             |





| Liaise with HCC and other key stakeholders with regard the experimental traffic orders for Hitchin and Royston town centres.   |  |  | 31-Jul-2023   | Yes            | Completed.   |              |                        |        |       |       |        |
|--|--|--|---|----------------|--|--------------|------------------------|--------|-------|-------|--------|
| Detailed town centre programmes produced by each of the four towns.  |  |  | 31-Mar-2024   | No             | NHC is assisting Letchworth, Baldock and Royston to develop Town Centre Programmes via People and Places. Expect the Letchworth programme to be in place by March 2024, and the Baldock and Royston programmes by October 2024. Understand Hitchin already have a programme in place via the Hitchin Initiative/BID. |              |                        |        |       |       |        |
| Risks  |  |  | Risk Level  | Original Score | Current Score  | Target Score | Performance Indicators | Status | Trend | Value | Target |
| - Limited budget available via the Shared Prosperity Fund.<br>- Town Centre Programmes for each town not yet in place.<br>- Reputational damage if improvements/initiatives are not progressed or delayed. |  |  |  | 3              | 2  | 1            |                        |        |       |       |        |

|   | <b>Town Centre Strategies</b>   | <b>Due Date</b> | 30-Jun-2024   | <b>Progress</b> | <input type="text" value="40%"/>  | <b>Original Date</b> | 31-Jan-2023            |        |       |       |        |
|--|---|-----------------|---|-----------------|---|----------------------|------------------------|--------|-------|-------|--------|
| <b>Project Summary</b>   | Progress development of overarching Town Centre Strategy and individual Town Centre Strategic Masterplans.  |                 |   |                 |   |                      |                        |        |       |       |        |
| <b>Latest Update</b>   | 25-Oct-2023 Project Officer and temporary consultant now in place and preparing the evidence base for the overarching Town Centre Strategy. Going out to tender soon for additional technical expertise relating to the evidence base. The time taken to complete this procurement exercise may mean that current milestone dates are not achieved, although this will not be confirmed until we have appointed the consultant and agreed the work programme. Work with stakeholders to progress options for the Letchworth Town Centre Strategic Masterplan remains ongoing. We still intend to present a scoping report to Cabinet in June 2024 to provide an overview of the draft Strategy and project/governance arrangements for individual Town Centre Strategic Masterplans, prior to going out to formal consultation on proposals. Risk level still assessed as medium, as without approved Strategy/Strategic Masterplans, speculative development could undermine the function of our town centres. |                 |   |                 |   |                      |                        |        |       |       |        |
| Milestone  |   |                 | Due Date  | Complete        | Note  |                      |                        |        |       |       |        |
| Consultants appointed to prepare High Level Town Centre Recovery Action Plans for each town centre.  |   |                 | 30-Apr-2022   | Yes             | Completed.  |                      |                        |        |       |       |        |
| Appoint consultant to prepare evidence base for overarching Town Centre Strategy.  |   |                 | 31-Oct-2023   | Yes             | Completed.  |                      |                        |        |       |       |        |
| Undertake work to complete evidence base and prepare draft Strategy.   |   |                 | 31-Mar-2024   | No              | Time taken to complete procurement exercise for additional technical expertise (currently ongoing) could result in the milestone date not being achieved. |                      |                        |        |       |       |        |
| Present details of draft Strategy to Cabinet, along with a scoping report to agree overall project and governance arrangements for progressing individual Town Centre strategic masterplans. |   |                 | 30-Jun-2024   | No              |   |                      |                        |        |       |       |        |
| Progress work on Letchworth Town Centre strategic masterplan, confirming/commencing detailed work following presentation of the Cabinet report.  |   |                 | 30-Jun-2024   | No              | Aligns with Cabinet report milestone.   |                      |                        |        |       |       |        |
| Risks  |   |                 | Risk Level  | Original Score  | Current Score   | Target Score         | Performance Indicators | Status | Trend | Value | Target |
| 1. Lack of available resource to produce and deliver identified strategies.<br>2. Lack of strategic direction leads to speculative development that undermines function of town centres.     |   |                 |  | 5               | 5   | 1                    |                        |        |       |       |        |

|  |   |                       |  |                     |                                  |                      |              |              |               |
|--|---|-----------------------|--|---------------------|----------------------------------|----------------------|--------------|--------------|---------------|
|   | <b>Waste and Street Cleansing Contract Procurement</b>  | <b>Due Date</b>       | 01-Aug-2024                            | <b>Progress</b>     | <input type="text" value="28%"/> | <b>Original Date</b> | 01-Apr-2024  |              |               |
| <b>Project Summary</b>   | Procurement of the Waste and Street Cleansing contract.   |                       |  |                     |                                  |                      |              |              |               |
| <b>Latest Update</b>   | 23-Nov-2023 The project is not on target to meet the original milestones. These have therefore been adjusted. The delays are as a consequence of early dialogue and detailed solution stage indicating affordability concerns. Cabinet and Executive are required to make decisions on changes to the specification in December 2023. Even with all officer recommendations taken forward, it is possible that final tender solutions may present budget pressures. |                       |  |                     |                                  |                      |              |              |               |
| <b>Milestone</b>   | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>                            |                     |                                  |                      |              |              |               |
| Evaluation of SQ and issue of decision letters to applicants.  | 31-May-2023   | Yes                   | Invitations to participate sent.       |                     |                                  |                      |              |              |               |
| Invitation to submit detailed solutions, evaluation of submissions, and issue of letters to successful bidders.  | 05-Oct-2023   | Yes                   |  |                     |                                  |                      |              |              |               |
| Invitation to submit final tenders and receipt of ISFT responses.  | 18-Jan-2024   | No                    | Revised due date is now 1 March 2024.  |                     |                                  |                      |              |              |               |
| Evaluation of final tenders and production of Evaluation Report.   | 29-Feb-2024   | No                    | Revised due date is now 1 May 2024.    |                     |                                  |                      |              |              |               |
| Project Board sign off of Evaluation Report and award recommendation.  | 07-Mar-2024   | No                    | Revised due date is now 1 July 2024.   |                     |                                  |                      |              |              |               |
| Executive and Cabinet approval.  | 19-Mar-2024   | No                    | Revised due date is now 19 July 2024.  |                     |                                  |                      |              |              |               |
| Contract award.  | 01-Apr-2024   | No                    | Revised due date is now 1 August 2024. |                     |                                  |                      |              |              |               |
| <b>Risks</b>   | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>                   | <b>Target Score</b> | <b>Performance Indicators</b>    | <b>Status</b>        | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| Risks:<br>- Unable to secure interested bidders (although this risk is unlikely to materialise).<br>- Capacity of key staff.<br>- Depots not fit for purpose/available.<br>- Governments Resources & Waste Strategy differs from specification (outcomes of new Strategy currently in consultation).<br>- Costs are over budget.<br>- Delays to mobilisation lead to insufficient preparation and planning time, leading to mobilisation challenges and inability to secure new fleet for Day 1. |    | 9                     | 9                                      | 6                   |                                  |                      |              |              |               |



|   |   |   |                       |   |                                 |                               |               |              |              |               |
|---|---|---|-----------------------|---|---------------------------------|-------------------------------|---------------|--------------|--------------|---------------|
|    | <b>Waste Depots</b>   | <b>Due Date</b>   | 01-May-2025           | <b>Progress</b>   | <input type="text" value="0%"/> | <b>Original Date</b>          | 01-May-2025   |              |              |               |
| <b>Project Summary</b>  | Securing fit for purpose depot solutions for the future of waste and street cleansing services.   |   |                       |   |                                 |                               |               |              |              |               |
| <b>Latest Update</b>  | 23-Nov-2023 Work is underway to assign the lease of the existing depot. This will provide some security over an available site for the next waste contract. The site will require upgrades to ensure it is fit for purpose and can deliver, in particular the needs of the contractor in relation to charging infrastructure for electric fleet. An extension to the Buntingford lease is being negotiated by EHC. It is proposed to make this available for the life of the new waste collection contract. Recent meetings with HCC have concluded that it is necessary to look at the options regarding depot provision on a long-term basis. Construction costs have significantly increased since the original proposals for a new depot were considered, however this does not lessen the need for fit for purpose facilities in the long-term to service our residents. |   |                       |   |                                 |                               |               |              |              |               |
| <b>Milestone</b>  |   | <b>Due Date</b>   | <b>Complete</b>       | <b>Note</b>   |                                 |                               |               |              |              |               |
| New Milestone - Assignment of Letchworth depot lease.   |   | 01-Jan-2024   | No                    |   |                                 |                               |               |              |              |               |
| New Milestone - Review of new depot project costs.  |   | 01-Mar-2024   | No                    | Consultant to be procured.                              |                                 |                               |               |              |              |               |
| New Milestone - Procurement of EV charging infrastructure.  |   | 01-Nov-2024   | No                    | No staff capacity currently available to progress this. |                                 |                               |               |              |              |               |
| <b>Risks</b>  |   | <b>Risk Level</b>   | <b>Original Score</b> | <b>Current Score</b>                                    | <b>Target Score</b>             | <b>Performance Indicators</b> | <b>Status</b> | <b>Trend</b> | <b>Value</b> | <b>Target</b> |
| Risks:<br>- Existing depot not fit for purpose.<br>- Unable to secure existing depots in short/medium-term.<br>- Funding not available for EV charging.<br>- Fuel tank not fit for purpose/available for HVO.<br>- Planning permission refused for Buntingford depot, shared space impacts leading to depot not being fit for purpose.<br>- EA change permitting requirements making Buntingford not fit for purpose.<br>- Capital works money not available.<br>- Business case and planning permission not approved for new depot.<br>- Staff capacity not available to deliver related projects. |   |  | 9                     | 9   | 5                               |                               |               |              |              |               |

























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|---|---|-----------------|-----------------|-----------------|-----------------------------------|----------------------|-------------|--|
|  | <b>Create and Communicate a Place Narrative for North Herts</b>   | <b>Due Date</b> | 30-Sep-2023     | <b>Progress</b> | <input type="text" value="100%"/> | <b>Original Date</b> | 31-Aug-2023 |  |
| <b>Project Summary</b>  | To create and communicate a clear and consistent story of our district, which will be incorporated in future Council communications and used to attract funding and visitors to our district through inclusion in our 2023 Enterprise Strategy.   |                 |                 |                 |                                   |                      |             |  |
| <b>Latest Update</b>  | 20-Oct-2023 Place Narrative now live. Internal launch completed September 2023. External launch and communications commenced 6 October 2023. Communication and promotion will be ongoing, to ensure that the Place Narrative becomes established over the coming months and years. Project complete for the purpose of the Council Delivery Plan, as Place Narrative for North Herts created and initial communications commenced. No project risks remain. |                 |                 |                 |                                   |                      |             |  |
| <b>Milestone</b>  |   | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>     |                                   |                      |             |  |

| Stage One: Develop our Core Place Narrative and rollout plans (February - April 2023).  |  | 30-Apr-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
|---|--|---|----------------|---------------|--------------|------------------------|--------|-------|-------|--------|
| Stage Two: Take Core Place Narrative and rollout plans to Leadership, PLB, O&S and Cabinet meetings for feedback/approval (April - June 2023).  |  | 27-Jun-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
| Stage Three: Develop launch plans and related communications (July - September 2023).   |  | 29-Sep-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
| Stage Four: Go live (September 2023).   |  | 30-Sep-2023   | Yes            | Completed.    |              |                        |        |       |       |        |
| Risks   |  | Risk Level  | Original Score | Current Score | Target Score | Performance Indicators | Status | Trend | Value | Target |
| Risk:<br>- Other unplanned urgent communication workload/projects take priority.<br>Leading to:<br>- Target project stage dates being missed/needing to be moved and our Core Place Narrative going live later than expected. |  |  | 1              | 1             | 1            |                        |        |       |       |        |

## Risks and PIs Not Linked to Specific Projects

Generated on: 09 November 2023

| Risks   | Risk Level  | Original Score | Current Score | Target Score |
|---|---|----------------|---------------|--------------|
| <b>Resourcing</b><br>Vital additional actions require resources (e.g., staff and financial) to be redirected to enable them to be provided, which affects the delivery of other projects within the Council Delivery Plan. The shortage of staff and other resources may affect our ability to respond, even if money is available. Significant difficulties in being able to recruit to roles in some key areas.   |    | 8              | 9             | 2            |
| <b>Cyber Risks</b><br>Risk:<br>Prolonged widespread disruption to/failure of IT infrastructure/systems.<br>Possible causes:<br>- Deliberate and unauthorised breaches of security e.g., ransomware, denial of service.<br>- Unintentional/accidental breaches of security e.g., action of individual staff/Members.<br>- Weakness/failure of essential IT infrastructure e.g., loss of internet access.<br>- Evolving risk appetite/profile associated with IT systems, as we pursue increased use of hosted systems and associated risks to individual systems are transferred to suppliers.<br>Leading to:<br>- Inability to deliver services/projects.<br>- Unbudgeted costs to enable recovery.<br>- Reputational damage. |  | 8              | 8             | 8            |

| Performance Indicators  | Status  | Trend   | Value                       | Target           |
|---|---|---|-----------------------------|------------------|
| Percentage of NNDR collected in year  |  |  | 67.05%                      | 60.5%            |
| Percentage of council tax collected in year   |  |  | 69.31%                      | 63%              |
| Museum general admittance visitor numbers   |  |  | 16,163                      | 14,000           |
| Miles driven by NHC full electric vehicles  |  |  | 51,757                      | 27,500           |
| Hitchin Town Hall income  |  |  | £147,203                    | N/A<br>Data Only |
| Value of sales at Bancroft Cafe Kiosk   |  |  | £20,546                     | N/A<br>Data Only |
| Percentage of raised sales invoices due for payment that have been paid   |  |  | 96.11%                      | 97%              |
| % of payments received that were paid by electronic methods   |  |  | 99.32%                      | 99.3%            |
| Kg residual waste per household   |  |  | 152kg                       | 178kg            |
| Percentage of household waste sent for reuse, recycling and composting  |  |  | 61.59%                      | 59%              |
| Electricity and gas energy consumption (kWh) - 100% of reported energy consumption is from green energy sources |  |  | 838,839                     | 923,074          |
| Percentage of Social Value committed on the Social Value Portal that has been delivered                         |  |  | No data currently available | N/A<br>Data Only |