

**Overview and Scrutiny Committee
12 November 2024**

PART 1 – PUBLIC DOCUMENT

TITLE OF REPORT: ENTERPRISE UPDATE

REPORT OF: STEVE CROWLEY, SERVICE DIRECTOR - ENTERPRISE

EXECUTIVE MEMBER: CLLR TAMSIN THOMAS, EXECUTIVE MEMBER FOR ENTERPRISE AND THE ARTS

COUNCIL PRIORITY: THRIVING COMMUNITIES / ACCESSIBLE SERVICES / RESPONSIBLE GROWTH / SUSTAINABILITY

1. EXECUTIVE SUMMARY

1.1 To provide the committee with an update on the progress of the Enterprise Directorate.

2. RECOMMENDATIONS

2.1 That the Overview and Scrutiny Committee note the report.

3. REASONS FOR RECOMMENDATIONS

3.1. The report is following the request of the committee for an update on the progress of the Enterprise Directorate and is for information only.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. None

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

5.1. The Executive Member for Enterprise and the Arts have been kept regularly updated on the Service Plan for the Enterprise Directorate and has been fully briefed and supports the contents of this report.

5.2. Key projects are run via the Council's Project Management Framework, with ensure relevant Executives are members of the Project Board.

5.3. The Service Director and Service Managers hold quarterly meetings with the Shadow Executives and keep them up to date on key projects and operational items.

6. FORWARD PLAN

- 6.1 This report does not contain a recommendation on a key Executive decision and has therefore not been referred to in the Forward Plan.

7. BACKGROUND

- 7.1. The Executive Member for Enterprise and the Arts and the Service Director – Enterprise have been asked to provide an update to this committee.

8. ENTERPRISE UPDATE

- 8.1 The Committee raised several questions prior, therefore, the format of the report is based on these questions.

8.2 Strategy

- 8.2.1 What are the administration's strategic objectives within this portfolio?

- 8.2.2 The Council Plan is the key document that sets out the objectives for the Council and each portfolio and the Enterprise department plays an important part in the delivery of this. The current plan includes the following project/service deliveries; Churchgate Regeneration, Economic Development and Tourism Strategy, Museum Storage, Riverside Walk between Bridge Street and Biggin Lane, and to continue to investigate income generation opportunities.

- 8.2.3 The Council also has a delivery plan, of which the Churchgate Regeneration project is a key project.

- 8.2.4 The Enterprise department has its own Service Plan, which is provided in Appendix 1, this shows the key and high-level projects/tasks that the team are undertaking this year. Also, each team has their own Service Plan which provides more detail.

8.3 Budget/headcount/key suppliers

- 8.3.1 The current revenue budget for the Enterprise directorate for 2024/25 is shown below

	Enterprise	Estates	Museum and Hitchin Town Hall	Total
Expenditure	£359,581	£322,734	£646,597	£1,328,912
Income	£634,310	£632,651*	£222,169	£1,489,130
Total	£274,729	£309,917	- £424,428	£160,218

*There is £159k debit on the Churchgate Income line. This relates to outstanding debt which has been accrued from previous years. If this debt is recovered the income would be £792k, making the total net position £469k surplus to date.

- 8.3.2 The table below sets out the capital receipts that this directorate has generated over the last 4 years.

2021/22	2022/23	2023/24	2024/25	Total
£2,364,841	£4,217,000	£639,000	£0	£7,222,841

8.3.3 The current headcount is as follows:

Enterprise: 1 Full Time (Enterprise Manager), 1 Part Time (Economic Development Officer), 1 Full Time Graduate apprentice and 1 Part Time agency staff member (who is employed by the agency directly, but provides Part Time Communications support to the Enterprise Manager).

Estates: 2 Full Time (Principal Estates Surveyor and Graduate Estates Surveyor), 1 Part Time (Admin Support Officer) and 1 Full Time agency Surveyor.

Museum and Hitchin Town Hall: 28 people, which works out as 18 Full Time equivalents, plus casual staff for events. Their job titles are as follows: Culture & Facilities Service Manager, Operations & Events Manager, Events Team Leader, Duty Manager, Events Assistants, Support Officers (x3), Cleaners (x2), Catering Manager, Catering Supervisor, Catering Assistants (x2), Seasonal Kiosk Attendant, Catering Casual Bank, Digital Marketing Apprentice, Cultural Services Manager, Curator & Education Officer, Digital Audience Development Officer, Education Apprentice, Curator & Heritage Access Officer, Assistant Curator, Museum Technician and Visitor Services Assistant (x3)

8.3.4 Key suppliers

8.3.4.1 Enterprise – Lambert Smith Hampton (LSH) provides expert consultancy advice associated with the regeneration of Churchgate. The Council has a direct contract with LSH under the Crown Commercial Service framework. Other consultants that assist LSH in the project are David Leonard Designs and KMC Transport Consultants. Both of these consultants are involved in the project, however, are contracted to LSH. PLMR has been appointed as our Communications Agency support.

SQW Limited have been appointed to assist the team in writing the new Economic Development strategy.

Hitchin Markets Limited are appointed to run the day-to-day management of Hitchin Market on the Council's behalf

8.3.4.2 Estates key suppliers – Brown and Lee for management of Churchgate Shopping Centre (Contract being re-tendered). Professional one-off valuation, building surveying, development and agency work from Brown and Lee, Carter Jonas, Aitchison Raffety, Philip Reynolds, Moulton Walker, Janes Surveying.

8.3.4.3 Museum and Hitchin Town Hall rely on a wide range of suppliers from stock provision, entertainment and equipment to repairs, security and grounds maintenance, as just a handful of examples. Whilst there is a very wide range of suppliers, there are not thought to be key suppliers.

8.4 What challenges, barriers, and/or risks most affect this portfolio?

8.4.1 The following sections focuses on the key challenges, barriers and risks for the department.

8.4.2 Change in legislation

One of the biggest barriers took place in December 2021 through changes to The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities (Prudential Code) with regards commercial investments. This change means Councils can only invest in their own area. Also, the Public Works Loan Board (PWLb) have changed their rules, meaning that Councils can only borrow for investment where the primary reason is not to provide a financial surplus. In recent years, local councils have made increasing use of cheaper borrowing from the PWLB to invest in commercial property with a view to generating revenue. The rules governing the purposes for which local councils may borrow for commercial investment are set out in CIPFA's prudential code.

8.4.3 The Churchgate Regeneration Project

This project is likely to be the largest financial project that the Council has undertaken to date, and therefore provides many challenges and risks as the project progresses. The Project is being managed using the Council Project Management framework, therefore, an active risk log and issue log is in place to try and control any risks and issues. This project also has many stakeholders that have varying interests in the project, and therefore one of the major challenges is ensuring that all groups are kept up to date and satisfied.

This project is subject to ensuring it is financially viable to deliver and maintain, as well as choosing the most appropriate partner to assist in the planning and delivery.

8.4.4 It is a challenge to continue to retain and attract tenants at Churchgate Shopping Centre and justify acceptable repair and maintenance as we progress towards vacant possession for the redevelopment, with corresponding impact on delivering adequate financial returns.

8.4.5 Economic Development and Tourism Strategy

We are in the process of producing a new Economic Development and Tourism Strategy, however this has been delayed for several reasons. One of these reasons, is Hertfordshire Futures are also in the process of writing their Economic Strategy and we want to ensure we know what will be included in theirs and if this will impact on ours. We have arranged a meeting which is due to take place in November, we hope this meeting will help us better understand how this will impact ours and if it is best for us to complete ours inline with theirs (March 2025), or if we can complete our sooner.

8.4.6 Ensuring planned and reactive repair and maintenance of properties is undertaken, especially the older stock properties where the Council has repair responsibilities and where the asset may be delivering a limited financial return.

8.4.7 Recruiting and retaining general practice property surveyors is a challenge, this is an issue that many councils are facing. At present we are using an agency member of staff within this post.

8.4.8 Our Museum and Town Hall Team hold many events with the aim of making a surplus from these events. In recent years we have delivered many events inhouse, by doing this we can generate greater profits, however, this means we must ensure they are run professionally, otherwise there is the risk of losing money. This is very challenging, however, the team have really risen to the challenge and last year delivered

approximately 20 internal events which contributed to an increase in event income, bar and catering income from £64k (22/23) to £125k (23/24).

8.5 What opportunities do you see in the future within this portfolio?

8.5.1 The Churchgate Regeneration Project

As mentioned above, this project has the potential to bring a wealth of opportunity to the district and further. Not only will this enhance the town, but it will also look to bring more jobs, housing and create a destination space for the town. It is likely to attract more visitors from outside the district and will encourage business growth and social value. Now that the Council owns both the freehold and leasehold of the shopping centre, the Council are in the best possible position to unlock the potential on this site and the surrounding Council owned car parks.

8.5.2 The Economic Development & Tourism Strategy

This strategy is currently being rewritten to reflect the Council's future position regarding economic development and growth within the district – especially in relation to business growth and engagement. Research shows that North Herts is perfectly placed for business, and we are fortunate enough to have a range of SME's and large businesses willing to work alongside us to provide more jobs, better upskilling programmes and generally putting 'back into the community'. Going forward, the Council aim to build a stronger relationship with businesses in order to promote the growth and engagement within the District.

8.5.3 Growing Broadwater Hundred (a Local Authority Trading Company "LATCo")

There is an opportunity to grow the existing property company to include more properties within its portfolio. The company currently manages the four properties at Harkness Court, Hitchin however depending on the success of this it could broaden its portfolio.

8.5.4 Opportunities for income generation from the Council assets

Opportunities for income generation from improving the commercial property portfolio, identifying and executing opportunities through reviews, reinvestment, redevelopment and re-gearing of leases. Further investment in commercial property through either capital being made available or reinvestment of disposal proceeds to improve the asset or portfolio should be considered. Opportunities for income generation for property held for operational purposes should also be considered, such as the successful letting of the 2nd floor of DCO.

8.5.5 Asset Management

Opportunities via Asset Management and Development - Within both the property portfolio assets should be identified for refurbishment and redevelopment where they are failing to achieve their potential. They will be assessed in detail, possibly in conjunction with outside experts to provide an assessment of the existing asset and identify and appraise viable options.

8.5.6 Charnwood

The details of this project are set out below in 8.14. Charnwood House, Paynes Park, Hitchin was gifted to the Urban District Council of Hitchin in 1937, subject to the Council holding the property in perpetuity for public community use. It is Grade II Listed. The property has been largely vacant since 2013. There was previous interest in the building from Charnwood Community Management Association, a registered charity, with the aim of taking a lease and maintaining the building for community use, providing a community hub for Hitchin residents with an emphasis on supporting those groups with an educational focus. This did not come to fruition for various reasons. The Council subsequently openly marketed the property but received limited interest due to the condition of the property and limited permitted use. Recently another Hitchin based organisation has shown an interest, and Estates are in dialogue with them with a view to agreeing a long lease, on suitable terms and conditions in line with landlord and tenant's respective investment obligations to bring the property into the required use, for a mix of community uses. Estates will be reporting back on this shortly to enable a decision on whether this proposal can proceed, or alternative options considered for the long-term preservation and use of the building.

8.5.7 Thomas Bellamy

Thomas Bellamy House, Bedford Road, Hitchin is Grade II Listed and constructed in circa 1850. According to local history, the building was previously used as a hospital and subsequently been split into individual offices/suites which have been sub-let on a room or floor basis. The property has been vacant for a number of years. Last year the Council obtained a report on the building's condition, and costings to undertake internal upgrade and refurbishment together with a marketing report for potential sale or letting as office, residential or other potential acceptable uses. The Council has undertaken external works to correct structural issues, and repair and redecorate the external fabric. Decisions have not been made on the recommended next steps and the property has not formally been marketed. There is current interest from a local organisation to occupy the property under a new lease, subject to terms. Estates will be reporting back on this shortly to enable a decision on whether to proceed with marketing for sale or let, subject to discounting any other potential alternative options.

8.5.8 Hitchin Town Hall

The opportunities for Hitchin Town Hall rest in ensuring the potential bookings calendar is as saturated as possible and that the team are working towards maximum coverage of the available hireable periods. To this end, there have been a number of steps in terms of marketing, with a new website, new booking system and introduction of a digital marketing apprentice to increase staffing capacity around the various marketing channels available (website, social media, newsletters and leaflets).

8.5.9 North Herts Museum

The museum is not generally judged on its commercial success, but does have its own income targets from services such as the gift shop and education service to meet along with costs which need to be managed. Instead, its success lies in enhancing the cultural offering for the community of North Herts by continuing to offer a wide range of exhibitions, events and outreach initiatives. The ability to reach and attract new audiences, support education at all stages of life and contribute to local pride, sense of

place and community cohesion are all ways in which the museum service seeks to serve and benefit North Herts. In the future, the continued surveillance of grant funding opportunities to enhance the museums offering will be key given that funding pressures limit the council's ability to solely fund additional outreach ventures and cultural projects.

8.6 Performance

8.7 What does success look like in this portfolio?

8.7.1 The success of this portfolio can be measured in many ways. This includes but is not limited to delivering of the directorate Service Plan, achieving our financial budgets, holding successful events at the Museum and Town Hall, securing international exhibitions and speakers to the Museum, or achieving projects that are set out in the Council Plan and Council delivery Plan.

8.8 How do you measure performance? What are the key metrics? Are they being met?

8.8.1 We have an active work programme that is reviewed at monthly Departmental Management Team meetings, this is included in Appendix 1. Also, all Service Managers have their own work programme, this is reviewed at 1-1 with the Service Director.

8.8.2 Specific projects, like the Churchgate Regeneration project are measured by objectives/milestones set out in the project's work programme. The project is set out in stages and is delivered by a collective project team made up of consultants and Council officers – who report into the established Project Board. This project has also been subject to three internal audits, conducted by SIAS and Hertfordshire County Council. All audits have passed, but with minor recommendations that are followed up and monitored by the Project Manager responsible and the Risk Manager at North Herts. As the project progresses into the delivery phase, more specific milestones/key performance indicators will be set and agreed.

8.8.3 All services and projects have budgets, which are monitored and if there are significant variances they are reported to Cabinet as part of the budget monitoring process.

8.9 How does North Herts compare to other similar councils on some of these measures?

8.10 We do not currently compare our services against other councils as it would be difficult to ensure like for like comparison.

8.11 Projects

8.12 Enterprise/Economic Development Strategy

a. What is the goal of the project?

To refresh the current Commercial strategy to ensure it is more in line with how the team are operating today under the recent changes in legislation and to include more recent projects such as Churchgate Regeneration. The Economic Development Strategy has been rewritten to include business engagement, and Tourism at North

Herts. The strategies are both updates to reflect how the team are acting commercially and developing the economic agenda of North Herts Council.

b. When is the project expected to complete?

The delivery of this strategy is behind the original timescale, this is mainly due to capacity in the team, and it has also taken longer than anticipated for the consultants to undertake interviews with local businesses.

The aim is to take the Economic Development strategy to March 2025 Cabinet for approval. This is an updated timescale to coincide with Hertfordshire Futures Economic Development Strategy being pushed back until March due to potential changes in direction from central government. The Enterprise strategy will continue to be worked on alongside this, with a first draft due in February 2025.

c. What has been achieved to date?

Due diligence such as interviews with over 15 local businesses (varying in size and industry) have been completed, as well as a detailed Research Report conducted by the consultants. The businesses interviewed include Willmott Dixon, Letchworth Heritage Foundation and Aztek Logistics Limited. This has allowed the Council to identify what can be achieved and how – and is written in storyboard format before being written up into a strategy. The team have also researched other Councils Commercial/Enterprise strategies to find out where and how the North Herts version needs adaptation.

d. What is the current status of the project?

We are working with our consultants to produce the Economic Development Strategy as part of this we are also working with Hertfordshire Futures to better understand how their strategy could impact on ours.

e. What are the next steps?

To continue writing and refreshing the Commercial strategy, and to seek approval of the Economic Development strategy at Cabinet (as well as other approval loops mentioned above). Following Cabinet approval, the team will implement the work programmes for both strategies.

f. What are the key risks and issues affecting this project?

The Council will need to put the relevant resources in place to execute the strategy, currently the team is not fully staffed, therefore at the moment it will be difficult to deliver the new and exciting work streams within the strategy. There is also a risk that the strategy is not approved or adopted, and therefore the timescale risks being delayed. Another risk is that businesses do not engage with the Council, and therefore it could be difficult to measure success and deliver high quality business engagement.

8.13 Churchgate Regeneration

a. What is the goal of the project?

The following is an extract from the Project Business Case: -

Expected Benefits

To improve the current condition of the Churchgate Shopping Centre, to ensure it is fit for purpose for the next 20 years

To improve the street scene within the agreed project areas so it is fit for purpose for the next 20 years

To improve the current condition of the surrounding areas (actual areas to be agreed as the project progresses) so it is fit for purpose for the next 20 years.

To improve the condition of Hitchin Market so it is fit for purpose for the next 20 years.

To provide a return on investment to the Council as set out in the Project Executive section.

- b. When is the project expected to complete?

This is a long-term project and it is hard to give a timeframe of the overall delivery at the moment, however, our consultants have advised the estimated timeframe for commencing work on site is the middle of 2027.

- c. What has been achieved to date?

Following the success of purchasing the leasehold, the Council appointed Lambert Smith Hampton, Leonard Design and KMC Transport Planners and we have been working alongside them to complete the required analysis of the site. This includes completing a series of due diligence activities on the site to see what could be possible (in terms of legalities, size, market demand etc).

The team attended The UK's Real Estate Investment & Infrastructure Forum earlier this year to seek potential development partners for the regeneration, this proved to be very successful, and since UKREiIF the team have met and toured all interested partners around the site.

The team have also successfully launched the consultation, via an online survey that has received over 1,000 responses so far (October 2024). The team have also opened an in-person 'Hub' whereby various stakeholder workshops have been conducted with the likes of Hitchin Market Board and current Churchgate tenants to find out what their needs, concerns and/or challenges are associated with the project. The Hub is also open to the public three times a week, whereby the community are encouraged to visit the team to find out more about the journey so far. The consultation runs until 3rd November, after which the data will be analysed and fed back to the Project Board early December (4th).

- d. What is the current status of the project?

The status is continuation of the public consultation until 3 November (both in-person and online). The team are also working alongside Lambert Smith Hampton on the financial viability testing that will support the various options coming from the consultation data. Both stages will be complete by December 2025.

- e. What are the next steps?

Following the public consultation the data will be analysed and fed back to the Project Board early December. The Project Board will also receive a report on the financial viability results that will aim to inform the next decision on this project. Both the due diligence and feedback from the public consultation will form our Council-led vision that will set out what the site is likely to include and achieve. The vision will make up an important part of the Procurement process when looking to appoint a development partner. Key themes, principles and objectives will be set within the vision – as dictated to the Council team via the public consultation. The Procurement process is likely to begin early 2025.

- f. What are the key risks and issues affecting this project?
The following is a summary of the current highest scored risks taken from the project risk log.

Funding available - Regeneration Project

There is a risk that the project cannot be delivered due to lack of funding associated with the preparation, master planning, construction and delivery phases of this project. This risk is hard to determine as we are so early in the due diligence stages required to secure finance viability of the project. This financial appraisal is due to be undertaken in the next few months and will outline the different options available to the Council with regards funding and scale/type of development.

Funding available - Consultants

There is a risk that the project cannot be delivered due to lack or shortage in funding specifically for the consultants. As part of the business case the Council agreed to set aside £250K per year for the first three years to fund this. Future bids may be required, and this will be reviewed as part of the annual process.

Ongoing management of the consultation Hub (Churchgate Conversation)

There is a risk that due to the consultation extension, the Hub cannot open on dedicated days due to staffing shortages (particularly on Saturdays). This means that the Hub may not be able to open on these set days, and therefore the public have less of a chance or opportunity to 'have their say'.

8.14 Charnwood House

- a. What is the goal of the project?
To bring the property back into good repair and condition, and community use.
- b. When is the project expected to complete?
Mid 2025, subject to a successful long-term letting on acceptable terms and conditions.
- c. What has been achieved to date?
Options appraisal and capital budget secured. Main external roof and structural works completed so the building is wind and watertight. Asbestos removed. The former museum items removed along with other items and cabling, redundant cabinets and lighting etc. Initial marketing exercise undertaken but limited demand due to restricted use and investment required.
- d. What is the current status of the project?
This is our third round of exploring a local organisation to operate the building. Currently in dialogue with a Hitchin based organisation to agree terms for a long lease, on suitable terms and conditions, and landlord and tenant's respective investment obligations to bring the property into the required use, for a mix of community uses.
- e. What are the next steps?
Continue discussions with said organisation through to conclusion or consider bringing forward recommendations for alternative options for the property.
- f. What are the key risks and issues affecting this project?
Covenant restriction on use.
Statutory restriction on use.

Viability of Listed Building consent conditions.
Demand for community hub.
Achieving mutually acceptable and viable terms for the letting.
Delays due to Asset of Community Value (ACV) listing.

8.15 Museum Storage

a. What is the goal of the project?

To solve the current pressures on capacity and strive for improved environmental stability to secure the long-term future and preservation of the museum collection of North Hertfordshire. A modern and upgraded store would also facilitate greater community outreach and engagement opportunities along with enhancing our ability to rotate lesser seen items from our collection so that these may be placed on temporary display.

b. When is the project expected to complete?

Current estimate would be 2027/2028.

c. What has been achieved to date?

Officers have engaged with three developers via three separate procurement frameworks.

Costing reports have been drawn up for a) a pre fabricated facility, b) a standalone museum storage facility, and c) a museum storage facility alongside a commercial venture.

All of the above option pointed towards a greater budget being necessary. As a result of this market testing and feasibility discussions, the budget was revised upwards and officers sought to offset some of the costs by exploring an overall scheme comprising of museum storage being built alongside a self storage facility operated as a commercial venture.

Having investigated this option with a self storage consultant, it became clear that the facility could not be made large enough to reach the required level of yield which would result in a suitable return on investment.

Other possibilities, such as various leisure pursuits were explored but discounted.

More recently and with greater capacity in the Council's Estates team, a new approach has been explored whereby the Council would move forward with plans for a warehouse on the site, which would then be altered to deliver the required internal conditions for the storage of museum artefacts. This approach would mean that the venture was less bespoke and would keep the Council's options open in the future as should the site ever be vacated the facility could be altered at minimal cost back into a sought after asset. This is now the leading option on the land at Bury Mead Rd.

d. What is the current status of the project?

A full options appraisal is due to be taken to November Cabinet and is also due to be discussed at this meeting of the Overview and Scrutiny Committee.

e. What are the next steps?

The next steps will ultimately depend on the decisions taken at November cabinet, but the officer recommendations are to allocate £30k to progress the warehouse plans for the Bury Mead site to planning application stage. By taking this step, officers will then

be able to conduct market testing with much greater confidence over the full cost estimates provided.

In addition to the progression of plans for the Bury Mead Rd site, there is also a recommendation to allocate a separate £20k budget to explore any options on the open market. This budget would be used for any initial surveys or other investigations necessary if any alternatives are to be brought to committee level for approvals to progress further or to ultimately purchase/lease.

- f. What are the key risks and issues affecting this project?
Financial pressure, escalating costs, staffing capacity, possible damage to the collection, possible loss of accreditation.

9. LEGAL IMPLICATIONS

- 9.1. Overview and scrutiny committees were established by the Local Government Act 2000 (s.9) (amended by the Localism Act 2011). Members of a local authority who are not part of the executive can hold the executive to account for the decisions that affect their communities. This report seeks to update the Council's Overview and Scrutiny Committee on the Enterprise/Economic Development Strategy and how the projects the Council's Enterprise team is involved with are progressing.
- 9.2. There are various legislative provisions that give local authorities the power to trade commercially, in order to improve the range of services they can offer, such as S1 of the Local Authority (Goods and Services) Act 1970 (which allows local authorities to provide goods and services to other local authorities); S95 of the Local Government Act 2003 (which allows local authorities to engage in entrepreneurial commercial trading with private bodies and persons); S1 of the Localism Act 2011 ('the general power of competence', which allows local authorities to do anything individuals can do unless prohibited by law and subject to public law principles) and S19 of the Local Government (Miscellaneous Provisions) Act 1976 (which allows local authorities to provide facilities associated with recreational facilities). As part of the assessment of any proposed trading activity pursuant to the Enterprise/Economic Development Strategy the Council will need to ascertain the most appropriate power and comply with any associated requirements and consider the limitations imposed by the legislation.
- 9.3. Section 4(2) of the Localism Act 2011 provides that where, in exercise of the general power of competence, a local authority does things for a commercial purpose a local authority must do them through a company. This is particularly pertinent to the use of Broadway Hundred Ltd (referred to above at paragraph 8.5.3). By using a LATCo the Council can take advantage of the wider market place in terms of the services being provided.
- 9.4. The Public Libraries and Museums Act 1964 allows local authorities to provide and maintain museums and art galleries. The act, however, does not place a statutory duty on local authorities to do so. Therefore, the Council's commitment to the North Herts Museum arises more from a concern for the Museum and its collection than obligation.

10. FINANCIAL IMPLICATIONS

- 10.1. Financial implications are covered in the body to the report

11. RISK IMPLICATIONS

- 11.1. Good risk management supports and enhances the decision-making process, increasing the likelihood of the Council meeting its objectives and enabling it to respond quickly and effectively to change. When taking decisions, risks and opportunities must be considered.
- 11.2. There are no direct risk implications relating to this report, as it is solely providing an update on the progress of activities and projects within the Enterprise directorate. Key risks are assessed and managed for each individual project and where appropriate, these are recorded on a Risk Log and/or the Risk Register. Section 8 of the report highlights key risks relating to specific projects and the directorate in general.

12. EQUALITIES IMPLICATIONS

- 12.1. In line with the Public Sector Equality Duty, public bodies must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.
- 12.2. The strategy states that all proposed ideas will be of an ethical nature and will be considered to have a positive impact on the community as a basis for consideration. In line with the Council's commitment to demonstrate due regard the Equality Duty, it will conduct equality impact assessments where required (i.e. any key decisions, major budget implications and any revisions to major service provisions).

13. SOCIAL VALUE IMPLICATIONS

- 13.1. The Social Value Act and "go local" requirements do not apply to this report.

14. ENVIRONMENTAL IMPLICATIONS

- 14.1. There are no known Environmental impacts or requirements that apply directly to this report. The Council will conduct environmental impact assessments where required (i.e. any key decisions, major budget implications and any revisions to major service provisions).

15. HUMAN RESOURCE IMPLICATIONS

- 15.1 There are no human resources implications for this report.

16. APPENDICES

- 16.1 Appendix 1 – Service Plan - Enterprise

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18. BACKGROUND PAPERS

- 18.1 Council Plan
- 18.1 Council's Delivery Plan