

Appendix A - Service Action Plan

Appendix A - Service Action Plan						
Enterprise						
Action	Corporate Objective	Target/Aim/Outcome	Planned Start Date	Due Date	Assigned to	Other services required (only list those service inputs which would not be considered 'business as usual')
2024/25						
Service Director Specific						
Baldock Industrial Estate Recovery	Sustainability	To liaise with Baldock Industrial Estate companies and assist them in the recovery of the Industrial Estate.	13/07/23	Ongoing	Steve Crowley	Environmental Health, Planning
Museum and Town Hall						
Surpass Pre Pandemic Visitor and Income Levels for the facility	Brighter future together	To attract more bookings of Hitchin Town Hall, host more events and attract more visitors to the museum than typically pre pandemic.	01/04/24	01/04/25	Katie Hasler & Ros Allwood	
Launch internal operation of Howard Park Kiosk	Brighter future together	To have successfully launched the Howard Park Kiosk and for this to have met financial targets by the end of the season.	01/02/24	01/05/24	Katie Hasler & Rob Orchard	Comms, Property Services, Env. Health, Building Control.
Museum Storage Solution	Brighter future together	To have thoroughly explored all options and presented a detailed options appraisal to members so that a decision can be made over how best to proceed.	01/12/24	03/09/24	Rob Orchard & Ros Allwood	Legal, Planning, Building Control, Property Services, I.T., Comms
Chiller Replacement	Brighter future together	To have replaced the roof chiller, which is an essential component of maintaining a stable environment within our museum galleries but which, following multiple attempts to repair it, is now in need of wholesale replacement.	01/04/24	30/09/24	Rob Orchard & Ros Allwood	Property Services, Procurement
Estates						
Block letting of 55 Harkness Court, Hitchin.	Brighter future together	Letting entire building to North Herts Council's trading company with aim of generating rental income for Council and providing four new homes.	Ongoing	30/04/24	Philip Doggett	Property Services. Legal Services.
Churchgate Shopping Centre.	Brighter future together	Agree with managing agent a schedule and programme of repairs to Churchgate Shopping Centre and commission the agent to undertake the repairs, Estates overseeing the entire process.	Ongoing	Ongoing	Philip Doggett	Legal Services.
Marketing & disposal of Land at The Snipe, Weston.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	31/08/24	Philip Doggett	Legal Services.
Progress preferred options for potential development land at : Yeomanry Drive (Baldock) - Meadow Way (Therfield) - Land rear of Baldock Road/Radburn Way (Letchworth) - Orchard Way, Breachwood Green	Brighter future together	Finalise preferred options for disposal to generate a capital receipt and/or retention of housing stock for revenue as appropriate on a site by site basis.	Ongoing	30/11/24	Philip Doggett/Estates Team	Legal Services. Planning.

Investigation of options for repurposing of Royston Town Hall Annexe.	Brighter future together	Remove maintenance obligations, improve building energy efficiency & environmental performance, generate new long-dated rental income stream and partially provide new community space.	Ongoing	31/03/25	Philip Doggett/Steve Hensby	Legal Services. Planning.
Riverside Walk, Hitchin.	Sustainability	Acquire ownership and improve riverside walkway from Jill Grey Place to Bridge Street.	Ongoing	31/03/25	Philip Doggett/Julie Gray	Legal Services. Planning.
Property acquisitions & developments.	Brighter future together	Integrate property acquisitions into estate portfolio and asset manage to explore and initiate opportunities with view to maximising income and capital appreciation.	Ongoing	Ongoing	Philip Doggett	Legal Services.
Procurement of managing agent for Churchgate Shopping Centre. (plus other contracts)	Brighter future together	Undertake a procurement exercise to determine the managing agent for Churchgate Shopping Centre	Ongoing	01/02/25	Philip Doggett	Legal Services. Finance. Procurement
Investigate & pursue options for future use of Charnwood House.	People First	To accommodate community hub use with aim of bringing a town centre asset into beneficial occupation for wider community & reduce holding costs.	Ongoing	31/12/24	Philip Doggett	Legal Services. Finance. Planning. Property Services.
Revise the Property Acquisition and Development Strategy.	Sustainability	In light of the changing financial regulations, update the Property Acquisition and Development Strategy.	Ongoing	31/03/25	Philip Doggett/Estates Team	Legal Services. Finance.
Negotiations and appropriation of land needed at Great Ashby for the access to site GA2 allocated in NHDC Local Plan for around 600 homes	Brighter future together	Generate a capital receipt from grant of access.	Ongoing	31/03/25	Philip Doggett/Steve Hensby	Legal Services. Planning.
Review options for property management system record keeping (including updating existing and new systems).	Brighter future together	Efficient management of the Council's investment property portfolio and timely completion of lease renewals and rent reviews to ensure maximum rental income. Improved performance management and reporting, including centralised storage of key information including capital valuations.	01/05/24	31/03/25	Philip Doggett/Estates Team	Finance. Procurement
Marketing & disposal of Former Depot, Icknield Way, Letchworth.	Brighter future together	Remove maintenance obligation and generate capital receipt in line with capital projections.	Ongoing	Onhold	Philip Doggett/Estates Team	Legal Services. Planning.
Enterprise						
Manage the Property Letting Company	Brighter future together	Aim to ensure the company is fully functional and in line with the Property and Development Strategy. Ensure that the letting of Harkness Court is run smoothly, and is generating an agreed income back into the Council.	Underway	Ongoing	Chloe Gray	Company Directors, Legal
Manage the Hitchin Market contract with Hitchin Markets Limited	Brighter future together	Continue to monitor and manage the contract. Attend Board meetings and plan for the future of the market as well as provide social media support. Conduct a yearly financial review to assess the position of HML.	Ongoing	Ongoing	Chloe Gray	Legal

Plan and manage the future redevelopment/ regeneration of Churchgate, Hitchin	Brighter future together	Project manage the project alongside internal teams, Lambert Smith Hampton and David Leonard Designs regarding the future regeneration of the property and its surroundings.	27/05/22	This stage is due to end January 2025	Chloe Gray	Legal, Procurement, Estates, Planning
Enterprise Strategy	Brighter future together	Refresh the current Commercial Strategy to reflect the change in focus from Commercial to Enterprise and the reasons behind this. Set out objectives in line with the current financial position of the Council, taking into consideration the financial climate today. Include a section on regeneration - in relation to the Churchgate project and ensure that all objectives are aligned to both financial and social value. Also, rewrite and update the Economic Development Strategy alongside a consultant. This will be a complete refresh, and be aligned to the aspirations/ priorities set by the current administration and Leader. The Strategy will focus on better business engagement, putting NH on the map as an attractive place to work, utilising opportunities within the District associated with employment and tourism etc.	Ongoing	31/03/25	Chloe Gray with Andrew Figgis	Comms, Finance, Community Partnerships, Consultants
North Herts Community Lottery	People First	Continue to manage Gatherwell and the lottery process. Aim to increase ticket sales and good cause sign ups as much as possible in a bid to exceed existing forecasts.	Ongoing	Ongoing	Chloe Gray	Comms
UK Shared Prosperity Fund	People First	Set out the remaining work programme for the UK SPF allocation according to the criteria set. Once agreed, deliver and monitor the projects alongside community stakeholders and Cllrs.	Ongoing	30/03/25	Chloe Gray with Andrew Figgis	Comms, Community Partnerships, Cllrs