

















## Council Delivery Plan – Status Key



Status	Description									
<b>Projects</b>										
	The project (and all recorded milestones) has been completed.									
	All ongoing milestones have not reached their due dates (or do not have due dates).									
	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.									
	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.									
<b>Risks</b>										
	Assessed as a low risk.									
	Assessed as a medium risk.									
	Assessed as a high risk.									
<table border="1" data-bbox="1568 638 1724 758"> <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>KPIs</b>										
	Data value has met or exceeded the target figure. Performance is at an acceptable level.									
	Data value has not achieved the target figure. Need to consider appropriate action to return performance to an acceptable level.									
	Data value has not achieved the target figure. Urgent action required to return performance to an acceptable level.									
	Data value is reported for 'information only' and there is no requirement to set targets for the KPI.									
	Ideagen cannot calculate a status, as officers have not entered a target figure for the period.									
	Data value has improved compared with the same time last year.									
	Data value has deteriorated compared with the same time last year.									
	Data value has not changed compared with the same time last year.									
	Ideagen cannot calculate a direction of travel, as previous data is not available for comparison.									

## Project Statuses





Project	Status	Risk Level
Resident/Public EV Charging in our Car Parks		
Town Centre Strategies		
Local Plan Review		
Pay on Exit Parking		



## Key Performance Indicators (KPIs)



KPI	Lastest Update	Value	Target	Status	Trend (Compared with the same time last year)
Percentage of all planning applications determined within the relevant statutory or agreed time periods	Q3 2024/25	86.2% (year to date)	80%		 (85.22%)

## Projects / Risks

	<b>Resident/Public EV Charging in our Car Parks</b>	<b>Due Date</b>	31-May-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Finalise contract/leases with private sector partner and subsequently install new EV charging points in our outdoor surface car parks. OZEV grant secured to deliver the project, although the funding is only available until March 2025. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	10-Feb-2025 Contract with private sector partner finalised on 7 January 2025. Completion of relevant leases for the length of the contract still ongoing, although we are due to issue letters of authority-to-proceed shortly, which will authorise the contractor to commence works prior to the completion of the leases. Expect leases to be finalised by the end of May 2025. In the agreed indicative programme, works are scheduled to commence on 3 March 2025, although the contractor has advised that they are unable to mobilise until they receive the letters of authority-to-proceed. There is a 12-week installation programme for completing works, so installation of all new EV charging points is expected by the end of May 2025. However, the timeframe for connecting power to the new charging points is reliant on the relevant Distribution Network Operators completing required tasks in a relatively short delivery timeframe, so the May 2025 target date may be subject to change. In view of the delayed start and finish dates, we have written to the Department for Transport setting out the revised programme and requesting an extension to the 31 March 2025 grant funding deadline. We are still to hear back from them. Although outside of the scope of this Council Delivery Plan OZEV ORCS funded project (installation of new EV charging points in our outdoor surface car parks), the Council's property insurer has now confirmed that we can replace existing charging points in our multi-storey car parks as well. In view of the project now being scheduled to be completed later than March 2025 and not yet receiving confirmation that the grant funding deadline can be extended, the overall project risk level continues to be assessed as 'medium'.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
NHC to start promoting project.	31-Oct-2024	Yes	Our investment in EV charging infrastructure was included in the Winter 2024 edition of Outlook magazine, which was published in early December 2024.				
Contract finalised with private sector partner.	31-Dec-2024	Yes	Contract finalised 7 January 2025. Contract amended to enable the OZEV ORCS funded project (installation of new EV charging points in our outdoor surface car parks) to progress in advance of the further project to replace existing charging points in our multi-storey car parks, which was delayed by the need to satisfy the Council's property insurer regarding potential fire risks.				
Complete relevant leases with contractor for the length of the contract.	17-Jan-2025	No	Due date to change to 31 May 2025. Although completion of relevant lease agreements has been further delayed, authority-to-proceed letters are due to be issued in early February 2025 to allow works to commence prior to the leases being finalised.				
Contractor to commence works.	17-Jan-2025	No	Due date to change to 3 March 2025. There is a 12-week delivery programme. Contractor has advised that they are unable to mobilise until the authority-to-proceed letters have been received. However, the infrastructure and capacity are ready to start installing charging points as soon as they are received.				
Installation of all new EV charging points completed.	31-Mar-2025	No	Due date to change to 31 May 2025. This is due to delays completing earlier milestones. Timeframe for connecting power to the new charging points is reliant on the relevant DNOs completing required tasks in a relatively short delivery timeframe, so there is a risk that the May 2025 target date may be missed. We have written to the Department for Transport setting out the revised programme and requesting an extension to the 31 March 2025 grant funding deadline.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 1. Not successful in obtaining grant funding (no longer a risk). 2. Unable to identify/procure a private sector partner (no longer a risk). 3. Unable to agree contract conditions/relevant lease arrangements with contractor.					5	5	1



<p>4. Unable to deliver project in accordance with OZEV requirements.  5. Unable to schedule required DNO upgrades in line with implementation programme.  6. Insurance requirements lead to changes to installation plans (no longer a risk).  7. Unable to reach agreement with Garden Square Shopping Centre regarding the replacement of existing charging points in Letchworth multi-storey car park (outside scope of OZEV project and no longer a risk).  <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i></p>				
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	<b>Town Centre Strategies</b>	<b>Due Date</b>	31-Jul-2025	<b>Original Date</b>	31-Mar-2025		
<b>Project Summary</b>	Progress development of an overarching Town Centre Strategy, including guidance on developing strategic plans for individual town centres. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	05-Feb-2025 Retail evidence base now completed. To manage losing the previous temporary Regeneration Officer resource, the consultants have now been instructed to review the wider evidence base and prepare the draft Strategy. Currently expect the draft Strategy to be ready by the end of May 2025. This will then have to go to Project Board before being presented to Cabinet in Summer 2025 (precise meeting date still to be confirmed). The draft Strategy will include sections for each town, providing guidance on developing individual strategic plans. If Cabinet are happy with the report recommendations, we will then move on to the public consultation phase followed by formal adoption by Cabinet. Precise timings for milestones that follow presentation of the draft Strategy to Cabinet are still to be confirmed. As there remains uncertainty regarding the outcomes from future Project Board/Cabinet meetings and that without a Strategy, there remains a risk of speculative development due to a lack of strategic direction, the overall project risk level continues to be assessed as 'medium'.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
1. Undertake work to complete evidence base.	31-Jul-2024	Yes	Consultants presented initial report on evidence base and stakeholder workshop held to review findings.				
2. Further review/refinement of evidence base and final sign-off.	20-Dec-2024	Yes	Finalised retail evidence base in December 2024. Consultants to review wider evidence base for draft Strategy. To be published as supporting evidence base when consulting on the draft Town Centre Strategy.				
3. Development and finalisation of draft Strategy.	31-Jan-2025	No	Due date to change to 31 May 2025. Having lost the previous temporary Regeneration Officer resource, we have now instructed the consultants to review the wider evidence base and prepare the draft Strategy. This is expected to delay completion of the draft Strategy until May 2025.				
4. New milestone - Project Board review and approval of draft Town Centre Strategy.	30-Jun-2025	No					
5. Present details of draft Strategy, including guidance sections for each town, to Cabinet.	18-Mar-2025	No	Due date to change to 31 July 2025. Aim to submit the Strategy to Cabinet in early Summer 2025, although the exact meeting date is still to be confirmed.				
6. Consultation on draft Town Centre Strategy.		No	Due date to be confirmed, as dependent on outcome of Summer 2025 Cabinet meeting.				
7. Cabinet adopt Town Centre Strategy.		No	Due date to be confirmed. Exact timing dependent on Cabinet approval to proceed to consultation and findings of the consultation exercise.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
1. Lack of available resource to produce and deliver identified strategies. 2. Lack of strategic direction leads to speculative development that undermines function of town centres. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>					5	5	1

	<b>Local Plan Review</b>	<b>Due Date</b>	31-Dec-2027	<b>Original Date</b>	31-Dec-2027		
<b>Project Summary</b>	To undertake an update of the Council's statutory Local Plan as agreed in principle by Cabinet in January 2024.						
<b>Latest Update</b>	07-Feb-2025 Central Government published the updated National Planning Policy Framework (NPPF) in December 2024, and we are now awaiting the secondary legislation. Whilst this provides an element of stability in the planning system, the lack of legislation still makes it difficult to determine the expectations of what we should be delivering within the provisional timescales. The Local Development Scheme (LDS) was published and approved in January 2025 and sets out our timescales for the update of the Local Plan. The Strategic Planning Team continue to update evidence studies and prepare in the meantime. There is likely to be an ongoing risk of having insufficient resources to accomplish the Local Plan update, as highlighted by the unsuccessful outcome from the last round of recruitment (Autumn 2024), with limited interest in the role due to salary vs experience expectations not being in line with other local authorities in the area. There are also risks associated with not having a clear and agreed direction and vision from Council.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
01. In principle approval that Local Plan review is undertaken.	16-Jan-2024	Yes	Approved by Cabinet in January 2024.				
02. Approval of Local Development Scheme.	14-Jan-2025	Yes	Approved by Cabinet in January 2025.				
03. Notice of start of plan-making given to Secretary of State.	30-Jun-2025	No	Due date entered in line with approved LDS.				
04. Complete 'Gateway 1' advisory assessment.	30-Sep-2025	No	Due date entered in line with approved LDS.				
05. Complete first mandatory public consultation.	30-Nov-2025	No	Due date entered in line with approved LDS.				
06. Complete 'Gateway 2' advisory assessment.	30-Sep-2026	No	Due date entered in line with approved LDS.				
07. Complete second mandatory public consultation.	30-Nov-2026	No	Due date entered in line with approved LDS.				
08. Complete 'Gateway 3' assessment and submit for examination.	28-Feb-2027	No	Due date entered in line with approved LDS.				
09. Receipt of examination outcome.	30-Nov-2027	No	Due date entered in line with approved LDS.				
10. Finalisation and adoption of digital plan.	31-Dec-2027	No	Due date entered in line with approved LDS.				
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
Risks: - Government fails to provide regulations and guidance in a timely fashion. - Government introduces different or new or substantive reforms to the planning system and / or national policy. - Failure to retain/recruit sufficiently experienced officers to implement required programme of work. We were unsuccessful in our last round of recruitment (Autumn 2024) with limited interest in the role due to salary vs experience expectations not being in line with other local authorities in the area. - Internal complexities that delay putting necessary resources in place in a timely fashion. - Lack of general resource to accomplish the Local Plan update.					5	5	3

<ul style="list-style-type: none"> <li>- Lack/confliction of direction and vision from Council.</li> <li>- Failure to secure funding to resource the process.</li> <li>- Failure to obtain political and / or Government approval at key stages or gateways.</li> <li>- Government intervention if inadequate progress is made upon Local Plan Review.</li> <li>- 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.</li> <li>- Poor scheme outcomes that do not appropriately respond to local character and context.</li> <li>- Adverse appeal findings on other/non-Local Plan sites if progress on the Local Plan Review is delayed or stalled.</li> </ul>				
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	<b>Pay on Exit Parking</b>	<b>Due Date</b>	31-Mar-2026	<b>Original Date</b>	31-Mar-2026		
<b>Project Summary</b>	Replace existing parking machines and update tariff boards to implement pay on exit in all our town centre car parks. Capital budget approved to deliver the project over two years - 2024/25 and 2025/26. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>						
<b>Latest Update</b>	10-Feb-2025 A full implementation programme, with changes being phased on a town-by-town basis, was agreed in December 2024 with some minor modifications. Work to replace existing parking machines is scheduled to start mid-February 2025 and to be completed by the end of March 2025. The update of TROs is ongoing, with the majority due to become effective mid-February 2025. The TROs for Norton Common and Hitchin Swimming & Fitness Centre are due to become effective a little later by the end of March 2025. As parking machines are replaced, relevant entrance and information signage will be updated to reflect the changes in payment options. Existing tariff boards will be temporarily updated to reflect the new tariffs coming into effect from April 2025, with the design and installation of new tariff boards expected to happen between May and July 2025, although this is still to be agreed with the contractor. Therefore, works expected to be fully completed by March 2026 in line with approved Capital funding. Key risks are our ability to bring the separate project elements together (i.e., installation of parking machines, entrance/information signage, and tariff boards) and negative public reaction to changes and disruption during works. The latter is being managed in partnership with the contractor via a comprehensive communications plan., with targeted comms coinciding with the phased town-by-town programme. Overall, the assessed project risk level remains 'low'.						
<b>Milestone</b>	<b>Due Date</b>	<b>Complete</b>	<b>Note</b>				
Procure supplier to replace tariff boards.	30-Aug-2024	Yes	Procurement complete. Supplier appointed on 2 September 2024.				
Draft implementation programme received from contractor.	30-Nov-2024	Yes					
Full implementation programme agreed with contractor.	31-Dec-2024	Yes	Full implementation programme agreed in December 2024 with some minor modifications finally agreed early February 2025. Installation of new parking machines scheduled to start mid-February 2025.				
Update TROs.	14-Feb-2025	Yes	Due date to change to 18 February 2025. The majority of updated TROs became effective on 18 February 2025. Updated TROs introduced alternative methods of payment, virtual permits and season tickets, and reviewed the definitions and length of stay for electric vehicle parking bays within the Council's car parks.				
New milestone - Commence installation of new parking machines on a town-by-town basis, along with new entrance/information signage.	17-Feb-2025	Yes	Rollout commenced in Hitchin.				
New milestone - Complete installation of new parking machines and new entrance/information signage.	31-Mar-2025	No					
New milestone - Norton Common and Hitchin Swimming & Fitness Centre TROs updated.	31-Mar-2025	No					
New milestone - Installation of new tariff boards completed.	31-Jul-2025	No					
<b>Risks</b>				<b>Risk Level</b>	<b>Original Score</b>	<b>Current Score</b>	<b>Target Score</b>
<b>Risks:</b> 1. Budget implications of selected scheme. 2. Inability to procure suppliers within approved budget (no longer a risk, as procured suppliers within budget). 3. Negative public reaction to changes and disruption during works. 4. Loss of income during associated works. 5. Failure to bring together separate project elements to achieve seamless project delivery. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>					1	1	1