







































Council Delivery Plan – Status Key

Status	Description
Projects	
	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.
Risks	
	Assessed as a low risk.
	Assessed as a medium risk.
	Assessed as a high risk.
KPIs	
	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.

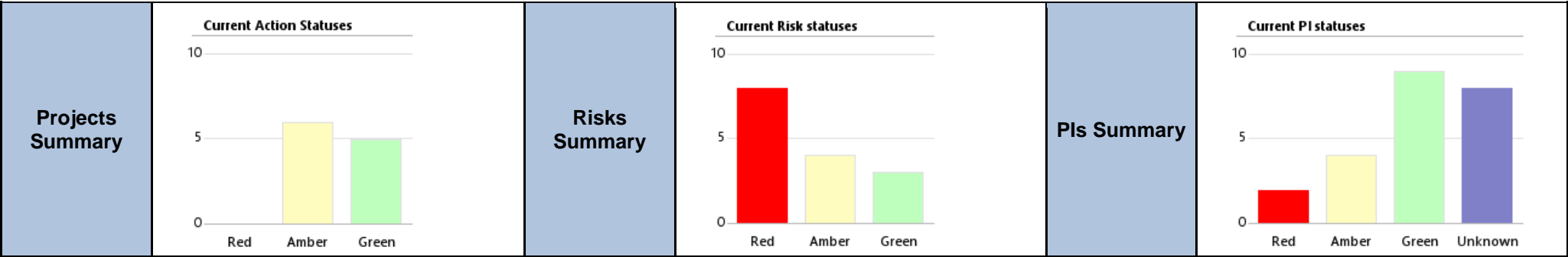
4	7	9
2	5	8
1	3	6

2024/25 Council Delivery Plan













Project and Project Risk Statuses

























Project	Status	Risk Level
Digital Transformation		
Engaging the community on our finances and how we spend our money, via the 'Prioritising our Pounds' Digital Budget Hub		
King George V Skate Park		
Leisure Centre Decarbonisation		
Pay on Exit Parking		
Waste and Street Cleansing Contract		
Churchgate		
Local Plan Review		
Oughtonhead Common Weir		
Resident/Public EV Charging in our Car Parks		
Town Centre Strategies		











Status Summaries




Key Performance Indicators (KPIs)


KPI	Lastest Update	Value	Target	Status	Trend (Compared with the same time last year)
Percentage of council tax collected in year	2024/25	97.35%	97%		 (97.90%)
Percentage of NNDR collected in year	2024/25	95.38%	96%		 (97.51%)
Council's Scope 1-3 emissions (tonnes CO2e)	2023/24	3,197.13	N/A Data Only		 (3,168.30)
Number of Stage 1 complaints	2024/25	176	N/A Data Only		 (150)
Percentage of Stage 1 complaints resolved within 10 working days	2024/25	94%	80%		 (85%)
Percentage of Stage 2 complaints resolved within 20 working days	2024/25	83%	70%		 (69%)


KPI	Lastest Update	Value	Target	Status	Trend (Compared with the same time last year)
Total number of alarm calls in a given period	2024/25	378,104	N/A Data Only		 (388,053)
Rolling number of Careline service users supported under the HCC contract	March 2025	6,992	N/A Data Only		 (6,827)
Percentage of Careline installations completed within 5 working days	2024/25 (New KPI from January 2025)	94.1%	90%		 (N/A)
Percentage of Careline installations completed within 10 working days	2024/25 (New KPI from January 2025)	99.0%	100%		 (N/A)
Percentage of CSC calls answered	2024/25	88%	90%		 (N/A)
Percentage of CSC calls answered within 45 seconds	2024/25	58%	80%		 (N/A)
Sign-ups to the Digital Budget Hub (as at end of reporting period)	2024/25	243	N/A Data Only		 (N/A)
Average number of penalty points awarded per Grounds Maintenance contract monitoring inspection. (Lower numbers are good.)	2024/25	3.95	N/A Data Only		 (1.78)
Working days lost due to short-term sickness absence in the last 12 months per FTE employee	March 2025	4.38	4.00		 (4.16)
Working days lost due to long-term sickness absence in the last 12 months per FTE employee	March 2025	4.12	N/A Data Only		 (4.01)
Staff turnover - rolling 12-month percentage	March 2025	10.06%	15%		 (9.21%)
Percentage of advertised vacancies filled in first round	2024/25	77.3%	75%		 (80.0%)


KPI	Lastest Update	Value	Target	Status	Trend (Compared with the same time last year)
Number of visits to leisure facilities	2024/25	1,724,052	1,494,269		 (1,609,760)
Percentage of all planning applications determined within the relevant statutory or agreed time periods	2024/25	85.02%	80%		 (85.37%)
Percentage of household waste sent for reuse, recycling and composting	2024/25	57.03%	57.5%		 (57.21%)
Number of collections missed per 100,000 collections of domestic household waste	2024/25	47	N/A Data Only		 (60)
Performance against revenue budget (projection against original budget)	2024/25	-14.1%	0%		 (N/A)


Projects / Risks


	Digital Transformation				
Council Plan Objective	Accessible Services (2024-28)	Due Date	30-Sep-2025	Original Date	31-Mar-2025
Project Summary	Invest in and develop a low code digital platform that can be used to transform our services and applications. Programme to span a number of years, with the Council Delivery Plan project focussing on key activities planned during 2024/25.				
Latest Update	25-Apr-2025 The garden waste portal was delivered, allowing residents to subscribe or re-subscribe to our garden waste collection service. High priority processes relating to waste services are expected to be available by the contract start date, with lower priority/frequency processes being completed and delivered by the end of June 2025. This delay will not have any impact on customers, as alternative processes will be in place pending completion of the new processes. The revised target date has been caused by the delay in obtaining access to Veolia's ECHO system/data, which also means full integration between NHC and Veolia systems is now expected to be achieved by the end of June 2025. Again, this will not have any impact from a customer perspective. Delivery of a grants database has been re-scheduled to the end of May 2025. This slight delay has been caused by diverting resources from the small grants database development team to the waste project, in order to assist with the timely delivery of this priority project. Delivery of a burials application remains on target for the end of September 2025. However, a key risk associated with this project is the amount of data that needs to be imported and our ability to do this within the constraints of the current project schedule. This risk will be monitored/managed at project level throughout the project lifecycle. Overall, key risks to the programme remain the availability of sufficient resources and unexpected limitations with the low code digital platform, although risks associated with the latter are likely to reduce as projects are completed and our knowledge of the system increases over time.				
Milestone		Due Date	Complete	Note	
Scope and investigate replacement of Burials system.		30-Jun-2024	Yes	Initial scoping for the replacement of the current in-house database completed. Decision made to provide a replacement system via the new digital platform.	
Integrate Netcall into Microsoft Azure for wider integration capabilities.		30-Sep-2024	Yes	The Azure tenancy is ready to go and can facilitate single sign on for customers to sign in via MyAccount or for staff to sign into any applications created.	
Commence development of waste services processes and preparations for integration with new contractors' software.		01-Oct-2024	Yes	Work commenced and plans have now been agreed with Veolia.	
Hitchin Town Hall booking system developed.		31-Oct-2024	Yes	The Hitchin Town Hall application has been completed and handed over.	
Waste Services - integrations with contractors' software.		26-Apr-2025	No	Due date to change to 30 June 2025. Access to Veolia's ECHO system/data only obtained in late April 2025. Full integration between NHC and Veolia systems is now expected to be achieved by the end of June 2025. This will not have any impact from a customer perspective.	
Development and delivery of a Grants database.		30-Apr-2025	No	Due date to change to 31 May 2025. Slight delay has been caused by diverting resources from the small grants database development team to the waste project, in order to assist with the timely delivery of this priority project.	
Waste Services - project delivery.		01-May-2025	No	Due date to change to 30 June 2025. High priority processes relating to waste services are expected to be available by the contract start date, with lower priority/frequency processes being completed and delivered by the end of June 2025. This delay will not have any impact on customers, as alternative processes will be in place pending completion of the new processes.	


Develop and deliver a Burials application.	30-Sep-2025	No	On target to be delivered by the due date of 30 September 2025.			
Risks			Risk Level	Original Score	Current Score	Target Score
Risks: 1. Resources within key teams available to deliver. 2. Unexpected limitations within new digital platform. 3. Unexpected delays or limitations relating to the new waste contract/contractor. Data from Veolia's Echo system not being available until mid-April 2025 leaves a very limited timeframe for matching data with our platform and testing, ready for 'go live' at the start of May 2025. 4. Amount of data needing to be imported to the burials application and our ability to do this within the constraints of the current project schedule.				6	6	3


	Engaging the community on our finances and how we spend our money, via the 'Prioritising our Pounds' Digital Budget Hub				
Council Plan Objective	Sustainability (2024-28)	Due Date	28-Feb-2026	Original Date	28-Feb-2026
Project Summary	To help the community understand how we set our budget, what affects the funding that we receive, why we have less funding than we used to and the implications of that. To engage the community on the choices that we will need to make to ensure that our spend matches our funding, so that we are financially sustainable, and to enable our community to be part of future budget conversations.				
Latest Update	16-May-2025 Following the Digital Budget Hub moving from the previous platform to the NHC website, Hub content will now be updated in the week commencing 19 May 2025. Although the number of sign-ups has only seen a moderate increase during 2024/25, now the Hub is on our website, it should be much easier to promote and to encourage residents to sign-up. Therefore, we expect the number of sign-ups to increase. 2026/27 budget consultation will be launched (across both digital and non-digital channels, including our online Hub) on 30 May 2025. This will run for eight weeks. Risk level continues to be assessed as high, due to expected delay in funding direction announcements from Government and uncertainty to medium-term planning linked to local government reorganisation. The Digital Budget Hub is one way of helping us to engage with the community and to manage the associated risks.				
Milestone		Due Date	Complete	Note	
Update the Digital Budget Hub content to highlight the funding pressures we face and likely implications.		31-Aug-2024	Yes	Updates: - Homepage copy amended to reflect current situation. - 'How we set our budget' graphic created and added (to show residents the process we go through). - 'Did you know' film created and promoted, showing what services residents' council tax helps to provide. Above promoted across our social media channels and ENewsletters.	
Approve our Medium Term Financial Strategy.		30-Sep-2024	Yes	Council agreed adoption of the MTFS 2025-30 on 19 September 2024.	
Update content (Digital Budget Hub and other communications) through process for setting the 2025/26 budget.		28-Feb-2025	Yes	The content update on the Hub was not completed due to it moving from the Zencity platform to the NHC website. However, we did communicate budget information via other channels, with 2025/26 budget and Council Tax communications being promoted via PR to local media, on our website, across our social media channels and via our ENewsletter.	
Further update of Digital Budget Hub content to align with the start of the 2025/26 financial year.		18-Apr-2025	No	Proposed change to milestone due date - The Digital Budget Hub moved from the Zencity platform to the NHC website. Due to competing demands on the Communications team, completion of this milestone has been delayed and will now be completed in the week commencing 19 May 2025. Therefore, propose to change milestone due date to the end of May 2025.	
Carry out detailed consultation on spend priorities and savings options for 2026/27 onwards (starting in May 2025).		31-Jul-2025	No	Budget consultation launching (across both digital and non-digital channels) on 30 May 2025. This will run for eight weeks.	
Consider feedback in setting the revised Medium Term Financial Strategy and approve the Strategy.		30-Sep-2025	No		
Consider consultation feedback in forming budget proposals for the 2026/27 budget and approve the 2026/27 budget.		28-Feb-2026	No		


Risks	Risk Level	Original Score	Current Score	Target Score
Risks: 1. Timing of Government announcements over future funding makes it difficult to engage residents in the scale of the budget gap and the savings that will be required. 2. Lack of engagement means that the consultation doesn't reflect a wide range of views. 3. The scale of the budget gap makes it feel like there are no choices. When making choices it then feels like not taking on board feedback. 4. Local government reorganisation adds uncertainty to medium-term planning.		8	7	2


	King George V Skate Park				
Council Plan Objective	Accessible Services (2024-28)	Due Date	30-Sep-2025	Original Date	31-Mar-2025
Project Summary	Following complications with the initial procurement exercise in 2023/24, complete a procurement exercise to appoint a contractor to replace the existing King George V skate park and oversee delivery of the completed project.				
Latest Update	22-Apr-2025 Contract signed on 22 April 2025. Now plan to hold a further consultation on the final design in May 2025 to ensure stakeholders are kept informed and have an opportunity to comment on proposals. Although this additional step potentially leads to a slight delay commencing work on site, it aims to deliver a better outcome for both the Council and stakeholders. Following this consultation, contractor will be in a position to confirm project plan details and precise timings. Now expect the detailed project plan to be finalised and agreed by end of May 2025. At this time, the Council Delivery Plan will be updated with agreed target dates for key delivery milestones. Ideally, work on site will commence shortly after the end of the current rugby season. With a confirmed 15-week delivery window, we anticipate the new skate park being completed and open for use by the end of September 2025, although this is still to be confirmed. The risk level continues to be assessed as low. Delays to project delivery are only relatively low impact, and we expect the project to deliver a much improved facility on budget, which meets the needs and expectations of stakeholders.				
Milestone		Due Date	Complete	Note	
01. Finalise formal SLA with Groundwork relating to the management of procurement processes.		12-Jul-2024	Yes		
02. NHC Legal to review relevant procurement documentation prior to Groundwork commencing tender process.		18-Aug-2024	Yes	Legal review of procurement documentation undertaken. This took slightly longer than originally envisaged and was completed in September 2024 rather than August 2024.	
03. Groundwork confirms procurement timetable.		11-Oct-2024	Yes	Timetable confirmed following Legal review of relevant procurement documentation.	
04. Commence tender process.		14-Oct-2024	Yes	ITT published on 14 October 2024.	
05. Award contract following evaluation of tender responses.		17-Dec-2024	Yes	Following evaluation of tenders in November 2024, the contract was awarded mid-December 2024.	
06. Contractor confirms project plan and timings.		28-Feb-2025	No	Due date to change to 31 May 2025. Contract signed on 22 April 2025. Now plan to hold a further consultation on the final design in May 2025 to ensure stakeholders are kept informed and have an opportunity to comment on proposals. Following this consultation, contractor will be in a position to confirm project plan and precise timings.	
07. Contractor to commence on-site project delivery.			No	To be confirmed. Awaiting formal agreement of project plan/timings.	
08. Contractor to conduct further communication/consultation during the early stages of project delivery.			No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the contractor.	
09. Contractor completes on-site works.			No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the contractor.	
10. New skate park officially opened to the public.			No	Due date to be confirmed - will be confirmed when the delivery plan is agreed with the contractor. Likely to be towards the end of Summer 2025.	


Risks	Risk Level	Original Score	Current Score	Target Score
Risks: - Until precise timings are confirmed, there is a risk that the project will not be completed in line with stakeholder expectations. - As with all procurement processes, there is a risk that the outcome will be challenged (risk removed, as the outcome was not challenged).		2	2	1


	Leisure Centre Decarbonisation				
Council Plan Objective	Sustainability (2024-28)	Due Date	07-May-2026	Original Date	02-Feb-2026
Project Summary	Using a combination of external funding and NHC capital funding, deliver a project to decarbonise our three leisure centres. The main activities are replacing end of life gas boilers with Air Source Heat Pumps and installing Solar PV panels to enable on-site generation of electricity. Replacing gas heating for our leisure centres with low carbon alternatives is the single most effective action we can take towards meeting our target of being carbon neutral by 2030.				
Latest Update	20-May-2025 Salix approved the change request regarding the type of Air Source Heat Pump to be installed. This approval has given the project team the confidence to make key purchases of materials, as well as ensuring the heat pumps now being installed are not expensive to run after project completion. Salix also approved the first grant payment, with the Council receiving approximately £2.44million on 16 April 2025. All grant conditions and updates for the 2024/25 financial year have been issued to Salix and are now being reviewed by their technical team. We expect to hear from Salix on confirmation of acceptance of our updates by the end of May 2025. Now expect to formalise the construction contract with Willmott Dixon by the end of June 2025 and planning permission for all sites will now be decided in June 2025 due to the scheduling of Planning Control Committee meetings. Risks associated with obtaining planning permission managed by submitting pre-applications and engaging early with relevant stakeholders. A report to Cabinet will be presented on 20 May 2025 relating to the contract award and approval of additional budget, which has contributed to the delay in formalising the contract with Willmott Dixon. Although still to be confirmed, works are now likely to start in July 2025 and finish in May 2026. This will involve an element of closure and disruption at all sites, and we are engaging with Willmott Dixon and Everyone Active on the best way to manage this. There remain potentially significant risks prior to commencing works (e.g., not receiving approval of additional budget, failing to agree contract with Willmott Dixon, Salix not accepting our 2024/25 updates, failing to obtain planning permission), although these will have either materialised or be significantly reduced by the end of June 2025. In view of this, and the subsequent risks associated with undertaking/completing works on site, the overall project risk level remains 'high'.				
Milestone		Due Date	Complete	Note	
Council approves an increase in capital expenditure for the decarbonisation work and revenue expenditure for the termination and removal fees of gas CHPs.		11-Jul-2024	Yes		
Pre-Construction Services Agreement with Willmott Dixon signed.		29-Jul-2024	Yes	Agreed and signed on 2 August 2024.	
Appoint external Quantity Surveyor to oversee NHC's interests.		30-Aug-2024	Yes	Appointed Varsity Consulting to act as the Employers Agent for North Herts Council on the leisure decarbonisation project. This includes carrying out tasks of Quantity Surveyor, Cost Consultant and Contract Administrator. Decision taken 24 September 2024. Decision notified 27 September 2024.	
Project Board - hold point to decide whether to continue the project.		04-Nov-2024	Yes	Project Board approved a number of recommendations allowing the project to move into the next phase.	
Complete Stage 3 design phases.		11-Nov-2024	Yes	Stage 3 completed.	
Council decision on preferred option.		15-Jan-2025	Yes		
Willmott Dixon Construction submit contract offer.		20-Mar-2025	Yes	Contract offer received from Willmott Dixon. This is now being reviewed by our Quantity Surveyor, prior to the final agreement of costs.	
Provide Salix with required project updates.		01-Apr-2025	Yes	All grant conditions and updates for the 2024/25 financial year have been issued to Salix and are now being reviewed by their technical team. We expect to hear from Salix on confirmation of acceptance of our updates by the middle of May 2025.	
New Milestone - Further report to Cabinet to approve contract award and additional budget.		20-May-2025	Yes	Cabinet agreed to increase the project capital budget, approved the extension of lido seasons at both outdoor pools, approved changes to the 2025/26 General Fund budget as a result of the increase in net expenditure caused by planned closures and extended lido seasons, and awarded the contract to WDC.	


Enter into construction contract with Willmott Dixon.	31-May-2025	No	Due date to change to 25 June 2025. Should we have acceptance to enter contract from Cabinet on 20 May 2025, it will now take until 25 June 2025 to finalise the contract itself.			
New Milestone - Salix confirm acceptance of our 2024/25 updates.	31-May-2025	No	No updates yet from Salix confirming acceptance. We have received queries back from them, which we have answered.			
Planning permissions obtained.	31-May-2025	No	Due date to change to 19 June 2025. Planning applications submitted 14 March 2025 for all three sites. We had hoped there would be a planning committee meeting in May 2025, but the case officer confirmed that the next meeting is planned for 19 June 2025, which is the date our application will be discussed.			
Commence de-carb works at Royston Leisure Centre.	17-Jun-2025	No	At the time of the latest update, the programmed date has not changed but it is expected that when Willmott Dixon Construction issue an updated programme in early May 2025, the start date will move into early July 2025.			
Commence de-carb works at North Herts Leisure Centre.	23-Jun-2025	No	At the time of the latest update, the programmed date has not changed but it is expected that when Willmott Dixon Construction issue an updated programme in early May 2025, the start date will move into early July 2025.			
Commence de-carb works at Hitchin Swimming and Fitness Centre.	01-Sep-2025	No	Due date to change to 15 September 2025. There is the potential for this start date to come forward, although this will be dependent on any conditions associated with the planning decision.			
Complete de-carb works at Royston Leisure Centre.	05-Dec-2025	No	At the time of the latest update, the programmed date has not changed but it is expected that when Willmott Dixon Construction issue an updated programme in early May 2025, the completion date will move into late February 2026.			
Complete de-carb works at North Herts Leisure Centre.	27-Jan-2026	No	At the time of the latest update, the programmed date has not changed but it is expected that when Willmott Dixon Construction issue an updated programme in early May 2025, the completion date will move into early March 2026.			
Provide Salix with finalised project data (including costs and energy values) and details of carbon savings monitoring and reporting arrangements.	02-Feb-2026	No				
Complete de-carb works at Hitchin Swimming and Fitness Centre.	15-Apr-2026	No	Due date to change to 7 May 2026. Change is due to the Hitchin pool hall roof works needing to be more extensive to conduct the works safely.			
Risks			Risk Level	Original Score	Current Score	Target Score
Risks: <ul style="list-style-type: none"> - NHC responsible for funding all project costs beyond agreed grant funding. - NHC paying up front for the larger Air Source Heat Pumps. - Unforeseen detailed survey findings require changes to project specifications and lead to additional financial costs. - Failure to obtain required planning permissions. - Delays obtaining required Distribution Network Operator/Planning approvals lead to delays in commissioning/completing project works. - Failure to deliver project in line with agreed grant conditions leads to loss of grant funding. - Short programme delivery timeframes impact the ability to drawdown Year 1 2024/25 Salix grant funding within the agreed financial year leading to loss of funding. - Disruption to day-to-day operations during works leads to customer dissatisfaction. 				8	8	6


	Pay on Exit Parking				
Council Plan Objective	Accessible Services (2024-28)	Due Date	30-Sep-2025	Original Date	31-Mar-2026
Project Summary	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>				
Latest Update	30-Apr-2025 Following the update of related TROs in February 2025, installation of new parking machines, along with associated signage, rolled out on a town-by-town basis. These works were completed by the end of March 2025. The new machines support various payment options, including payment by cash, apart from Woodside, due to previous issues with vandalism. The TROs and parking machines for two car parks, Norton Common and Hitchin Swimming & Fitness Centre, are still to be updated/installed, with a current target date of the end of September 2025. The update of the Norton Common TRO is progressing and is currently in the consultation phase, and discussions are being held with Leisure regarding the requirements for the updated TRO for Hitchin Swimming & Fitness Centre. Following the temporary update of existing tariff boards, new tariff boards are due to be installed at all car parks during Summer 2025 via a rolling programme, although the precise schedule is still to be agreed with the contractor. However, all works are expected to be completed well before the Capital funding deadline of March 2026. As with the introduction of any new technology, the Council and users have experienced a number of issues associated with the new machines and payment options, including network connectivity issues at some car parks. Officers are working hard with the contractor to address these issues and respond to users and have updated the Council's communication channels and developed a list of Frequently Asked Questions. This helps to manage the possible reputational risks associated with a negative public reaction to the changes. However, it should be noted, most users have successfully continued to pay for parking following the changes. As a result, overall, the assessed project risk level remains 'low'.				
Milestone		Due Date	Complete	Note	
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.	
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.	
Update TROs.		18-Feb-2025	Yes	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.	
Complete installation of new parking machines and new entrance/information signage.		31-Mar-2025	Yes	Works on site completed. However, as with the introduction of any new technology, the Council and users have experienced a number of issues associated with the new machines and payment options, including network connectivity issues at some car parks. Officers are working hard with the contractor to address these issues.	
Norton Common and Hitchin Swimming & Fitness Centre TROs updated.		31-Mar-2025	No	Due date to change to 30 September 2025. The update of the Norton Common TRO is progressing and is currently in the consultation phase. Discussions are being held with Leisure regarding the requirements for the updated TRO for Hitchin Swimming & Fitness Centre. Both TROs now expected to be agreed and to become effective towards the end of Summer 2025.	


Installation of new tariff boards completed.	31-Jul-2025	No	Due date to change to 30 September 2025. The schedule for installing new tariff boards is still to be agreed with the contractor, although the expectation is that this will be completed via a rolling programme during Summer 2025.			
New Milestone - Complete installation of new parking machines and signage at Norton Common and Hitchin Swimming & Fitness Centre car parks.	30-Sep-2025	No				
Risks			Risk Level	Original Score	Current Score	Target Score
Risks: 1. Budget implications of selected scheme (no longer a risk). 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 and immediate post-installation period. 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


	Waste and Street Cleansing Contract				
Council Plan Objective	Accessible Services (2024-28)	Due Date	31-Aug-2025	Original Date	31-Aug-2025
Project Summary	Complete procurement of the new Waste and Street Cleansing contract and commence mobilisation. Prepare to implement agreed service changes included in the contract.				
Latest Update	<p>15-May-2025 Key activities progressed over recent months include:</p> <ul style="list-style-type: none"> - Procurement and delivery of new fleet vehicles. Additional new vehicles to join the fleet in August 2025 ready for the service changes. - Procurement of new bins. Phased delivery commenced 22 April 2025. - Installation of 10 new EV charging points at Works Road depot. - Procurement of new long-term Materials Recovery Facility contract. - Finalisation and signing of contract. - FCC demobilisation from depots. - Veolia commenced street cleansing from 4 May 2025 and waste collection operations began on 6 May 2025 following the bank holiday. - New integrated online forms went live, although further development work is required for some forms. We prioritised forms relating to high contact areas, with outstanding forms relating to infrequent, low contact areas. <p>Regular meetings with Veolia continue, as do regular Project Team and Project Board meetings. Risk level continues to be assessed as 'high'. There remains uncertainty regarding full integration of NHC and Veolia systems, although testing continues to be undertaken and identified issues continue to be resolved. Overall, risks relating to the new contract are reducing, but there remain significant risks associated with planned service changes. There remain risks associated with having sufficient resources to undertake key project activities in a timely manner, and we are currently recruiting to the vacant Waste Communications Officer post. Although the NHC Communications team is helping with the project, it is likely that we will have to scale back activities to communicate and promote planned service changes. The Waste team and Veolia continue to work tirelessly to progress the project in a timely manner and respond to initial operational issues, to maximise the chances of delivering a successful contract and service change.</p>				
Milestone	Due Date	Complete	Note		
Evaluation of final tenders and production of Evaluation Report.	17-Jun-2024	Yes			
Project Board sign off of Evaluation Report and award recommendation.	21-Jun-2024	Yes			
Executive and Cabinet approval to award the contract to the preferred bidder.	09-Jul-2024	Yes	Cabinet agreed to award the contract to the preferred bidder, contingent upon the completion of the Letchworth depots lease assignment from the incumbent provider to the Council. The assignment of the Letchworth depots lease was subsequently completed.		
End of contract award standstill period.	12-Aug-2024	Yes			
First meetings held with preferred bidder.	15-Aug-2024	Yes			
Intention to award contract phase completed.	31-Aug-2024	Yes	Milestone completed and communicated in September 2024 that we will be re-establishing a partnership with Veolia.		
Press communication.	10-Sep-2024	Yes			
Commence procurement of new fleet vehicles.	15-Nov-2024	Yes	We approved capital funding of £5.285 million (excluding VAT) for the purchase of waste and street cleansing vehicles for the new contract. This allowed the procurement process for NHC vehicles to commence. This process has now completed.		



Develop IT specifications.	30-Nov-2024	Yes	Full specifications for the garden waste platform and additional forms developed. Relevant build processes commenced. From a technical standpoint, we have the information we needed to scope and plan the project.			
Finalisation and signing of contract (formal contract award).	28-Feb-2025	Yes	Delay did not impact our ability to prepare for contract mobilisation.			
Confirmation of final delivery plans and H&S arrangements.	04-Mar-2025	Yes	Delivery plans finalised and H&S risk assessments completed and received. Delivery plans will be revisited in advance of service change.			
Member briefing session (March 2025).	31-Mar-2025	Yes	Member briefing session held on 27 March 2025.			
Finalise new service collection rounds.	01-Apr-2025	No	Due date to change to 30 June 2025. This relates to finalising collection rounds for the agreed service changes included in the contract. Still awaiting first draft from Veolia.			
Condition surveys and demobilisation of depots.	03-May-2025	Yes	Completed. Property Services to manage dilapidations with the outgoing tenant (FCC).			
Commence mobilisation of new contract.	04-May-2025	Yes	Veolia undertook street cleansing from 4 May 2025 and waste collection operations began on 6 May 2025 following the bank holiday.			
New bin and caddy deliveries start.	06-May-2025	Yes	Bin and caddy deliveries commenced. Expected to continue prior to and up to commencement of the new services.			
Member briefing session (July 2025).	31-Jul-2025	No	Provisional date is 14 July 2025.			
New bin and caddy deliveries completed.	04-Aug-2025	No	Bin and caddy deliveries expected to take place prior to and up to commencement of the new services.			
New services to commence.	04-Aug-2025	No	New services to commence in August 2025.			
Risks			Risk Level	Original Score	Current Score	Target Score
Risks: <ul style="list-style-type: none"> - Delay in completing the assignment of Letchworth depot lease delays contract award (no longer a risk, as lease assignment completed). - Insufficient resources/capacity to deliver mobilisation work in the shortened mobilisation timeframe. - Final Government Resources & Waste Strategy differs from contract specification (no longer a risk, as contract specification aligns with new Simpler Recycling policy published late 2024). - Uncertainty over certain cost elements. - Any delays cause mobilisation challenges. - Capability to develop online forms and integrate these with new systems (NHC income management system and preferred supplier systems). - EV charging infrastructure is not in place for start of contract (Building Services leading this project). - Public confusion around contract mobilisation and service changes. 				9	8	6


	Churchgate				
Council Plan Objective	Responsible Growth (2024-28)	Due Date	31-Jul-2025	Original Date	31-Mar-2025
Project Summary	Progress the long-term regeneration of the shopping centre and surrounding areas. Project likely to span several years. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>				
Latest Update	29-May-2025 Consultation feedback report published in February 2025, with related communications continuing throughout March 2025. Detailed evaluation of consultation findings and financial options appraisal completed in May 2025. Officers recently attended the UKREiiF event, which allowed us to highlight opportunities relating to the project and to potentially facilitate new relationships to drive the regeneration forward. We have also recently published a summary report detailing the five Development Principles that will guide the regeneration of the Churchgate Regeneration Zone, as well as providing an overview of key activities already undertaken and next steps. A report is due to be presented to Council on 10 July 2025, after which we will be able to confirm further milestones (and related timings) for the year ahead e.g., commencing the procurement of a development partner.				
Milestone		Due Date	Complete	Note	
Start of engagement.		02-Sep-2024	Yes		
Run workshops.		16-Sep-2024	Yes	Hitchin Market Board workshop held 9 September 2024. Hitchin Forum workshop held 9 September 2024 (in the evening). Tenants workshop held 12 September 2024.	
Start public consultation.		17-Sep-2024	Yes		
Public consultation ends.		01-Oct-2024	Yes	The consultation period was extended to 3 November 2024 to take into account the leaflet drop to all North Hertfordshire households.	
Open 'in-person' Churchgate Regeneration Hub on market days, up to the end of the consultation period.		17-Oct-2024	Yes	Churchgate Regeneration Hub opened in an unused Churchgate unit.	
Feedback to Project Board.		29-Oct-2024	Yes	October 2024 Project Board meeting re-scheduled. Update on progress presented to Project Board on 14 October 2024.	
Feedback to Project Board.		26-Nov-2024	Yes	Project Board meeting re-scheduled to 4 December 2024. Consultation findings were presented to Project Board at this meeting.	
Publish second stage public consultation feedback report.		28-Feb-2025	Yes	Consultation results published in February 2025 and communicated throughout March 2025.	
Complete detailed evaluation of consultation findings and financial options appraisal.		16-May-2025	Yes		
Project Board decision on overarching direction and preferred pathway.		16-May-2025	Yes		
Attend UKREiiF 2025.		22-May-2025	Yes	Anthony Roche, Steve Crowley and Chloe Gray attended UKREiiF - 20-22 May 2025.	
New milestone - Report to Council and formal decision on overarching direction and preferred pathway.		10-Jul-2025	No		


Start procurement process for development partner.	TBC	No	Due date to be confirmed. Procurement of a development partner to help deliver the regeneration project will follow the detailed evaluation of consultation findings, full financial assessment of options, and a Project Board/Council decision on high-level vision and preferred pathway. Most of these activities have now been completed, and timing of procurement process will be confirmed following Council decision on 10 July 2025.			
Procurement process for development partner ends and contract awarded.	TBC	No	Due date to be confirmed. See note for above milestone.			
Risks			Risk Level	Original Score	Current Score	Target Score
Risks: 1. The regeneration will not meet expectations of stakeholders. 2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of high inflation and likely recession. 3. Availability of specific funding for consultants beyond the three-year funding already agreed. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>				9	8	6



	Local Plan Review				
Council Plan Objective	Responsible Growth (2024-28)	Due Date	31-Dec-2027	Original Date	31-Dec-2027
Project Summary	To undertake an update of the Council's statutory Local Plan as agreed in principle by Cabinet in January 2024.				
Latest Update	25-Apr-2025 Secondary legislation and/or guidance is still awaited. There are presently no formal details of the 'Gateway' processes or requirements, though Government have reiterated their intention for these to be introduced. The vacant professional post previously identified will be readvertised in May 2025. Following retirement of the Service Director, the Strategic Planning Manager (SPM) is fulfilling this post on an interim basis while the permanent vacancy is advertised. The SPM's existing duties will be backfilled by a temporary officer starting at the end of April 2025. These factors have affected available capacity and the ability to progress in the short-term. Notwithstanding this, procurement of IT software to support consultation and the digital presentation of plan-making information is being finalised, and evidence and scoping work is ongoing. At this stage, officers are not recommending amendments to the milestones – in part due to a lack of information that might allow any more likely alternates to be identified – but will continue to monitor the situation in consultation with the Executive Member. An update will be provided in the Strategic Planning Matters report to Cabinet in June 2025.				
Milestone		Due Date	Complete	Note	
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 in line with approved LDS, subject to commentary dated 25 April 2025.	
04. Complete 'Gateway 1' advisory assessment.		30-Sep-2025	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
05. Complete first mandatory public consultation.		30-Nov-2025	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
06. Complete 'Gateway 2' advisory assessment.		30-Sep-2026	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
07. Complete second mandatory public consultation.		30-Nov-2026	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
08. Complete 'Gateway 3' assessment and submit for examination.		28-Feb-2027	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
09. Receipt of examination outcome.		30-Nov-2027	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	
10. Finalisation and adoption of digital plan.		31-Dec-2027	No	Due date in line with approved LDS, subject to commentary dated 25 April 2025.	

Risks	Risk Level	Original Score	Current Score	Target Score
<p>Risks:</p> <ul style="list-style-type: none"> - 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. - Lack/confliction of direction and vision from Council. - Failure to secure funding to resource the process. - Failure to obtain political and/or Government approval at key stages or gateways. - Government intervention if inadequate progress is made upon Local Plan Review. - 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. - Poor scheme outcomes that do not appropriately respond to local character and context. - Adverse appeal findings on other/non-Local Plan sites if progress on the Local Plan Review is delayed or stalled. - Local Government reorganisation proposals divert resources, impact upon the timetable or approach, or result in new workstreams. 		5	5	3





	Oughtonhead Common Weir				
Council Plan Objective	Sustainability (2024-28)	Due Date	30-Nov-2025	Original Date	30-Sep-2024
Project Summary	Replace the collapsed weir. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>				
Latest Update	16-May-2025 At a recent meeting with CMS, their project lead confirmed that they are still awaiting drawings from Fishtek Consulting to complete the requested further modelling. We are in the process of confirming when these drawings are expected to be received. Dependent on the outcome, it is expected that we will be able to deliver a better environmental outcome (e.g., less disruption to the existing habitat and improved water quality) at a substantially lower cost. Although this further modelling is delaying the start of subsequent project phases, we still expect works to commence in Summer 2025 and to complete Autumn 2025. At this time, we are unable to confirm precise timings for further communication with the public and commencing the tender process, although both will happen as soon as we have agreed what is to be delivered. CMS will be responsible for managing the tender process. There remains a risk that the project may not be completed in line with current estimated timings and stakeholder expectations, and effective communication of the project and related improvements will be key to managing this. However, the impact of any delay in completing the project is assessed as low, as any further deterioration of the existing weir is unlikely to result in significant environmental damage. In fact, water quality has actually improved since the damage to the existing weir occurred.				
Milestone	Due Date	Complete	Note		
01. Conduct the further modelling requested by the Environment Agency.	31-Aug-2024	Yes	Cost of completing further modelling circa £3k.		
02. Obtain required Environment Agency permits.	31-Dec-2024	Yes	Permits obtained in December 2024.		
03. Undertake further communication with the public regarding plans.		No	Due date to be confirmed - timings to be confirmed once further modelling completed.		
04. Commence tender process for undertaking required works.		No	Due date to be confirmed - timings to be confirmed once further modelling completed. CMS to prepare tender documentation and manage tender process.		
05. Appoint contractor(s) to undertake required works.		No	Due date to be confirmed.		
06. Successful contractor confirms project plan and timings.		No	Due date to be confirmed.		
07. Commence work on-site.		No	Due date to be confirmed.		
08. Works on-site completed.		No	Due date to be confirmed.		
Risks			Risk Level	Original Score	Current Score
Risks: - External funding from HCC, EA and residents is not available leading to full allocated Capital budget being used. - Existing situation deteriorates prior to any works being undertaken requiring further urgent temporary solutions to manage an immediate changing situation. - Failure to obtain Environment Agency permits or planning permission (no longer a risk). - Lack of contractor appetite to undertake works prolongs procurement process and delays project delivery. - Without confirmed plans for the procurement process and project delivery, there is a risk that the project will not be completed in line with currently anticipated timescales. <i>Risk entry carried over from the 2023/24 Council Delivery Plan.</i>				4	2
					1

	Resident/Public EV Charging in our Car Parks				
Council Plan Objective	Sustainability (2024-28)	Due Date	30-Sep-2025	Original Date	31-Mar-2025
Project Summary	Finalise contract/leases with private sector partner and subsequently install new EV charging points in our outdoor surface car parks. OZEV grant secured to help deliver the project, although availability of funding has only currently been extended to July 2025. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>				
Latest Update	30-Apr-2025 Completion of relevant leases still ongoing, although authority-to-proceed letters did enable works to commence at the Civic Centre car park in Royston in April 2025. Installation and commissioning of new EV charging points in all six outdoor surface car parks now expected to be completed by the end of September 2025, with relevant leases also expected to be completed in a similar timeframe. Revised target date due to works commencing later than previously anticipated and factors in the worst-case scenario for the timing of required Distribution Network Operators (DNO) tasks to connect power to the new charging points. EV charging points in four of the six car parks are due to be commissioned by the end of June 2025, with works due to be fully completed at Hillshott car park by the end of August 2025 and at Twitchell car park by the end of September 2025. An extension of the grant funding deadline to 31 July 2025 had previously been agreed, but the revised programme required us to go back to the Department for Transport for a further extension, which has been granted until 30 September 2025. 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), new EV charging points will also be installed in our multi-storey car parks. However, the schedule for these works is still to be finalised. Good progress is being made, and with formal agreement of a further extension to the funding deadline, project risks are reducing, although the overall project risk level is still currently assessed as 'medium'.				
Milestone		Due Date	Complete	Note	
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.	
Contractor to commence works.		03-Mar-2025	Yes	Having issued authority-to-proceed letters to the contractor, works commenced at the Civic Centre car park in Royston on 22 April 2025.	
Complete relevant leases with contractor for the length of the contract.		31-May-2025	No	Due date to change to 30 September 2025. Although completion of relevant lease agreements has not been completed, authority-to-proceed letters enabled works to commence in April 2025. The installation and commissioning of new EV charging points in all six outdoor surface car parks is expected to be completed by the end of September 2025 and relevant leases are now expected to be completed in a similar timeframe.	
Installation of all new EV charging points completed.		31-May-2025	No	Due date to change to 30 September 2025. The revised target date is due to works commencing later than previously anticipated and factors in the worst-case scenario for the timing of required DNO tasks to connect power to the new charging points. EV charging points in four of the six car parks are due to be commissioned by the end of June 2025. Works are due to be fully completed at Hillshott car park by the end of August 2025 and at Twitchell car park by the end of September 2025. The extension of the grant funding deadline to 31 July 2025 previously agreed by DfT has been further extended to 30 September 2025 in accordance with the revised programme.	

Risks	Risk Level	Original Score	Current Score	Target Score
Risks: 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. 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>		5	5	1

	Town Centre Strategies				
Council Plan Objective	Responsible Growth (2024-28)	Due Date	30-Sep-2025	Original Date	31-Mar-2025
Project Summary	Progress development of an overarching Town Centres Strategy, including guidance on developing strategic plans for individual town centres. <i>Project carried over from the 2023/24 Council Delivery Plan.</i>				
Latest Update	27-May-2025 A draft of the Town Centres Strategy was presented to Project Board on 20 May 2025. At this meeting, Project Board members requested that further work be undertaken and that the revised draft Strategy be presented back to Project Board prior to submitting it to Cabinet. There was not enough time to comply with this request in time for Cabinet in June 2025, so we are now aiming for Cabinet in September 2025. This is reflected in the May 2025 Forward Plan. The Strategy will include sections for each town, providing guidance on developing individual strategic plans. Should Cabinet be happy with the report recommendations, we will then move on to the public consultation phase followed by formal adoption by Cabinet. Precise timings for related milestones are still to be confirmed, as these will depend on the outcome of the September 2025 meeting. There remains uncertainty regarding the outcomes from planned Project Board/Cabinet meetings and a new approved Strategy will not yet be a material consideration in a planning context as it does not form part of the currently adopted Local Plan. Therefore, the overall project risk level continues to be assessed as 'medium', although it is anticipated that a number of risk areas should reduce as we progress the Strategy throughout 2025/26.				
Milestone		Due Date	Complete	Note	
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. Project Board review draft Town Centres Strategy.		20-May-2025	Yes	Project Board members requested further work to be undertaken and to see the revised version prior to submitting the Strategy to Cabinet. There was not enough time to do this in time for Cabinet in June 2025, so we are now aiming for Cabinet in September 2025.	
4. New Milestone - Project Board review and approval of draft Town Centres Strategy.		15-Jul-2025	No	Draft Strategy to be completed by 8 July 2025 and submitted to Project Board for review on 15 July 2025. At this meeting, public consultation details will also be discussed/agreed.	
5. Development and finalisation of draft Strategy.		15-Aug-2025	No	Due date changed to 15 August 2025. Following Project Board on 20 May 2025, further work is now being undertaken. Finalisation of draft Strategy will now be in August 2025, following any further suggestions from Project Board on 15 July 2025, in time for the September 2025 Cabinet meeting.	
6. Present details of draft Strategy, including guidance sections for each town, to Cabinet.		23-Sep-2025	No	Due date changed to 23 September 2025. On the Forward Plan, the draft Town Centres Strategy is scheduled to go to Cabinet in September 2025.	
7. Consultation on draft Town Centres Strategy.			No	Due date to be confirmed, as dependent on outcome of September 2025 Cabinet meeting.	
8. Cabinet adopt Town Centres Strategy.			No	Due date to be confirmed. Exact timing dependent on Cabinet approval to proceed to consultation and findings of the consultation exercise.	
Risks				Risk Level	Original Score
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

Corporate Risks

Risks	Risk Level	Original Score	Current Score	Target Score
<u>Resourcing</u> Risks: Ability to recruit and retain staff, as well as supporting new priorities and external pressures, affects delivery of the projects and actions in the Council Delivery Plan and service plans. This is particularly relevant for certain service areas where it is especially difficult to recruit and retain staff. Also, impacts of emergency planning events on staff resources.		8	9	8
<u>Cyber Risks</u> Risks: Prolonged widespread disruption to/failure of IT infrastructure/systems. Possible causes: - Deliberate and unauthorised breaches of security e.g., ransomware, denial of service. - Unintentional/accidental breaches of security e.g., action of individual staff/Members. - Weakness/failure of essential IT infrastructure e.g., loss of internet access. - 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. Leading to: - Inability to deliver services/projects. - Unbudgeted costs to enable recovery. - Reputational damage.		8	8	8
<u>Financial Sustainability</u> Risks: 1. Funding reductions as a result of new funding formula. 2. Sales, fees, and charges income shortfalls, either due to rates not tracking inflation and/or reductions in demand. 3. Not able to make the required decisions to deliver budget savings required. 4. Increases in costs (reductions in income) as a result of inflationary increases. 5. Uncertainty over levels of pay inflation required. 6. Local government reorganisation adds uncertainty to medium-term financial planning.		9	9	5
<u>Local Government Reorganisation and Devolution</u> Risks: The Government have published a White Paper and written to all Local Authorities. This requires Local Authorities to work together to come up with a proposal that results in unitary rather than 2-tier Councils. It also seeks a Combined Authority structure that allows devolution of powers to a Mayor. Those powers include "housing, planning, transport, energy, skills, employment support and more". The risks relate to this being a very substantial project requiring significant change. Specific risks include: - The work to get to a proposal on a unitary structure (noting the need for this to be agreed across 11 Councils) is significant in terms of the negotiations needed and the collation of information and analysis to support that decision making process. - If there is an inability to agree a new structure, it may prolong the period above, or lead to a structure being imposed upon Hertfordshire. - After a new structure is agreed, there would be even more significant work to move towards the implementation of that new structure. - Efficiency is mentioned as one of the reasons for moving to a unitary structure. This may lead staff to believe that their job may be at risk. Alternatively, the additional work of moving to unitary status may be seen as too much. - Focusing on a new structure may lead to decision making that is too short-term (getting things done before they can be de-prioritised by a new larger Council with wider priorities) or too long-term (avoid making decisions and leave them to the new unitary Council). - Ensuring that the views of stakeholders continue to be heard during the transition process and within the new structure.		9	9	5