

Appendix 1 Enterprise Action Plan									
Enterprise									
Action	Corporate Objective	Target/Aim/Outcome	Planned Start Date	Due Date	Assigned to	Status	Other services required (only list those service inputs which would not be considered 'business as usual')	If the action involves a procurement, has this been added to the procurement pipeline?	Will this be managed as a project (as per the Council's Project Management guidance)? If yes- is it a small/ medium or large project?
2025/26									
Enterprise									
Baldock Industrial Estate Recovery	Thriving Communities	To liaise with Baldock Industrial Estate companies and assist them in the recovery of the Industrial Estate.	13/07/23	Ongoing	Steve Crowley	Baldock Fire representatives have gain planning permission to demolish the site and they are aiming to comence work on site in the next few months. Once the actual start date is known all ward Members/MP will be informed.	Environmental Health, Planning	N/A	N/A
Museum and Town Hall									
Museum Collection Facility	Accessible Services	To have established the project to deliver the new museum collection facility, acquiring the intended facility, assembling the project board, progressing the designs and developing the project to the stage of launching the procurement for the renovation contractor.	01/09/25	31/3/2026	Rob Orchard & Ros Allwood	Intended facility acquired. Project Board formed. Project documentation drafted and adopted. Comms plan drafted and adopted. Current tenancy extended (to July 2026) Project team are at an advanced stage of negotiations with regards to the procurement of professional technical services (architect, structural engineer etc.) to support the development of designs and technical specifications.	Legal, Planning, Building Control, Property Services, I.T., Comms	Yes	Yes - Large Project
Grow Hitchin Town Hall service use and associated income.	Sustainability	To grow the Hitchin Town Hall business, hosting more events and attracting more hire enquiries. Securing a more financially beneficial outturn position from the following income channels: Hire income, events ticket sales, bar income, fitness classes, catering and marketing services.	01/04/25	01/04/26	Katie Hasler	Income continues to grow, with revenue across these income streams for the 2024/25 financial year almost trebling since 2021/22 and a 59% increase on 2022/23. 2025/26 is on track to match 2024/25.	Comms		
Grow museum audience and associated income.	Sustainability	To grow the museum audience, both in terms of overall visitor numbers and in the context of the areas demographic, ensuring the museum is hosting and attracting a diverse range of thought provoking, engaging exhibitions and installations, appealing to all cross sections of the community with a particular focus on minority groups. To ensure the talks, cafe and gift shop income is trending favourably alongside visitor numbers, with a diverse range of offerings and good quality products & services.	01/04/25	01/04/26	Ros Allwood	Visitor numbers are on track to match 2024/25.	Comms		
Town Hall Redecoration	Sustainability	To have planned, scheduled, procured and begun to deliver the redecoration of various events spaces at Hitchin Town Hall.	01/04/25	31/03/27	Rob Orchard & Katie Hasler	Procurement specifications have been developed with sensitivity to the historic buildings and existing bookings.	Procurement, Property Services, Planning (Conservation Officer)		
Chiller Replacement	Sustainability	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. NOTE - This task has been delayed to coincide with the decarbonisation works earmarked for 2026/2027. Property Services have liaised with museum colleagues to discuss ways of limiting the impact of this delay in the interim.	01/08/25	30/12/27	Rob Orchard & Ros Allwood	This has been passed to the decarbonisation project.	Property Services, Procurement		
Estates									
Churchgate Shopping Centre.	Responsible Growth	Agree with the newly appointed managing agent (Praxis) a schedule and programme repairs to Churchgate Shopping Centre and commission the agent to undertake the repairs, Estates overseeing the entire process.	Ongoing	Ongoing	Philip Doggett	Prepared and under review to agree appropriate works	Legal Services.	TBC	TBC
Progress preferred options for potential development land at : Yeomanry Drive (Baldock); Land rear of Baldock Road/Radburn Way (Letchworth); Orchard Way, Breachwood Green	Responsible Growth	Finalise preferred options for potential disposal or other recommended actions - disposal to generate a capital receipt and/or retention of housing stock for revenue as appropriate on a site by site basis.	Ongoing	31/06/2026	Philip Doggett/Estates Team	Individual reports on others in hand. Radburn Way - Approved to turn into a habitat site at June 2025 Cabinet. Orchard Way - brieing report in preparation. Biodiversity report completed. Yeomanry Drive briefing submitted to Exec Cllrs and follow on work underway to make a decision on next steps.	Legal Services. Planning.	N/A	N/A
Investigation of options for repurposing of Royston Town Hall Annexe.	Responsible Growth	Remove maintenance obligations, improve building energy efficiency & environmental performance, generate new long-dated rental income stream and partially provide new community space.	Ongoing	31/03/26	Philip Doggett/Steve Hensby	Discussions underway with Herts County as adjoining landowner.	Legal Services. Planning.	Yes for external advisors	TBC
Riverside Walk, Hitchin.	Sustainability	Deliver planned riverside walkway from Jill Grey Place to Bridge Street.	Ongoing	31/09/26	Philip Doggett/Julie Gray	Underway. Project plan being drafted	Legal Services. Planning.	Yes	Yes - Small

Property acquisitions & developments. - See below Asset Management Plan action.	Responsible Growth	Explore opportunities for property acquisitions and developments across the Council's property portfolio with a view to maximising income and capital appreciation.	Ongoing	Ongoing	Philip Doggett	Ongoing restricted by CIPFA rules regarding investments purely for investment returns.	Legal Services.	N/A	N/A
Investigate & pursue options for future use of Charnwood House, Hitchin.	Sustainability	To accommodate planned community hub use with aim of bringing a town centre asset into beneficial occupation for the wider community & reduce holding costs.	Ongoing	31/12/2026	Philip Doggett	Options paper submitted and approved.	Legal Services. Finance. Planning. Property Services.	TBC	TBC
Prepare an overarching Asset Management Plan to incorporate the previous the Property Acquisition and Development Strategy.	Responsible Growth	Overall Asset Management Plan to incorporate:Property Reviews And Performance Measures Portfolio Objectives Commercial Property Portfolio - Investment And Management Acquisitions (In particular in light of revised financial regulations) Asset Management and Development Disposals.	Ongoing	31/12/25	Philip Doggett/Estates Team	Overall vision, priorities and KPIs prepared.	Legal Services. Finance.	N/A	N/A
Negotiations and appropriation of land needed at Great Ashby for the access to site GA2 allocated in NHDC Local Plan for around 600 homes	Responsible Growth	Generate a capital receipt from grant of access.	Ongoing	30/04/2026	Philip Doggett/Steve Hensby	Terms for Option Agreement approved at Cabinet September 2025 . Drafting with external lawyers.	Legal Services. Planning.	N/A	N/A
Review options for property management system record keeping (including updating existing and new systems).	Sustainability	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.	Ongoing	Ongoing	Philip Doggett/Estates Team	In dialogue with MSU and digital team. Decision to continue with formatted spreadsheets pending outcome of LGR and merging of property systems.	Finance. Procurement	Not yet. Depending upon outcome of review and decision.	TBC
Agree future plans for the former Depot, Icknield Way, Letchworth.	Responsible Growth	In consultation with Waste Services, make a decision on whether to hold this asset or progress potential re-development, in partnership with LGCHF	Ongoing	31/12/26	Philip Doggett/Estates Team	Discussion ongoing internally with Waste Team .	Legal Services. Planning. Waste	TBC	TBC
Letchworth former museum (and library - subject to HCC)	Responsible Growth	Investigate and bring forward potential re letting or disposal, in conjunction with HCC library site where possible. Note freehold of library owned by NHC (HCC occupation rights).	Ongoing	31/12/2026	Philip Doggett/Estates Team	Discussions underway with Herts County as adjoining landowner.	Legal Services. Finance. Planning. Property Services.	TBC	TBC
Review estate in line with North Herts Council's Climate Change Strategy and developments in MEES Regulations (or equivalent).	Responsible Growth	Review estate for compliance with NHDC's Climate Change Strategy and explore solutions for non-compliance.	Ongoing	31/06/2026	Philip Doggett/Estates Team	Ongoing	Property Services, Legal & Policy and Strategy/Sustainability and Climate Change	N/A	N/A
Former taxi office & toilets, Royston	Sustainability	Review opportunities to bring back into use and lease out.	Ongoing	31/06/2026	Philip Doggett/Estates Team	Started.	Legal Services. Finance. Planning. Property Services.	TBC	TBC
Thomas Bellamy House, Hitchin.	Responsible Growth	Undertake an options appraisal for potential letting or disposal, including short term interim uses pending longer term proposals.	Ongoing	31/03/26	Philip Doggett/Estates Team	Options paper in preparation	Legal Services. Finance. Planning. Property Services.	TBC	TBC
Enterprise									
Manage the Property Letting Company	Sustainability	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	BAU	Chloe Gray	Two Directors in place - awaiting paperwork from final Director. In operation for two years, all four flats are let with the first lease up in June 2026. Some unforeseen initial maintenance issues incurred, however all has been resolved and business remains as usual.	Company Directors, Legal	N/A	N/A
Manage the Hitchin Market contract with Hitchin Markets Limited	Sustainability	Continue to monitor and manage the contract. Attend Board meetings and plan for the future of the market in conjunction with the Churchgate Regeneration project. Conduct a yearly financial review to assess the position of HML and investigate new ways of generating income/savings.	Ongoing	BAU	Chloe Gray	Current contract is due for review and renewal in April 2026. Regular check ins are conducted with the HML Chairman and Market Manager. Traders/Board being kept up to date on Churchgate position - via email, face to face meetings and workshops. Team are working closely with a consultant (part of the wider Churchgate regen project), to create and implement an action plan to support Hitchin Market in the interim period between now and the regen. It is recognised that Hitchin Market face operational challenges in the coming months.	Legal	N/A	N/A
Lead the Council on the Churchgate Regeneration Zone project.	Responsible Growth	Manage the project alongside internal teams, Lambert Smith Hampton and David Leonard Designs regarding the future regeneration of the property and its surroundings. Complete the second public consultation, analyse the feedback and publish the findings. Conduct a financial viability assessment to work out what options are viable to the Council, in preparation for kicking off the Procurement process to appoint a development partner. This work is likely to take up until December 2025, with a view to begin masterplanning early 2026.	Ongoing	01/04/26	Chloe Gray with Steve Crowley	The team attended Full Council in July 2025 to recommend the most viable option to move forward with (Option 3). Since then, Churchgate PB workshops have continued on this basis, with the latest focusing on the financial viability of a range of options available to the Council. Workstreams such as a car parking survey & analysis, and a market review/ proposal have also been completed as part of the necessary due diligence to support the business plan going forward. The business plan will recommend a packaged, viable scheme, based on the technical work and consultation outcomes so far. This plan will be used to launch a Procurement process in 2026.	Legal, Procurement, Estates, Planning, Communications, Consultants	Not yet. Awaiting Full Council decision.	Yes - Large Project

New Economic Development Strategy	Thriving Communities	Rewrite the NH Economic Development Strategy alongside SOW Limited (consultant). This will be a complete refresh, and be aligned to the aspirations/ priorities set by the current administration. 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. It will focus on 'looking in' at NH and celebrated the vast opportunity to grow etc, as well as 'looking out' that focuses on the geographical position of NH and how we can make the most of this going forward.	Ongoing	BAU	Chloe Gray with Andrew Figgis	Strategy is complete and was adopted by Cabinet in September 2025. The team are working on an accompanying Action Plan document that sets out how NH will achieve the aspirations of the strategy across the next 5 years, and correspond with the new Economic Development team restructure. The strategy focuses on better business engagement, growth and partnerships - utilising the position of North Herts in conjunction with Cambridge, Luton, Stevenage and London.	Comms, Finance, Community Partnerships, Consultants	N/A	N/A
Refresh the current Commercial Strategy	Responsible Growth	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.	01/06/24	31/03/26	Chloe Gray	Initial changes have been made in line with the Council's current financial position/climate. A first draft of this strategy is due in March 2026.	Finance	N/A	N/A
North Herts Community Lottery	Thriving Communities	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	BAU	Chloe Gray	Ticket sales and good cause sign ups continue to increase - with ticket sales reaching over 1,000 per week. The income generated is automatically being added to the Community Grants pot to spend on projects within NH (community groups are required to apply for the funding). Comms plan still in place and underway to continue to promote the project.	Comms, Finance, Community Partnerships	N/A	N/A
UK Shared Prosperity Fund	Sustainability	Set out the 2025 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	01/09/26	Chloe Gray with Andrew Figgis	Funds have been allocated - with Cabinet approval. In the process of monitoring existing and new projects to ensure value for money/monitor success, taking into consideration the latest deadline issued by central gvt from March to September 2026.	Comms, Community Partnerships, Cllrs	N/A	N/A
Building Services									
Review and agree a way forward with the recruitment of the vacant post that has been difficult to recruit to.	Sustainability	Due to difficulty recruiting to the Buildings and Facilities Surveyor a number of alternative options will be explored.	01/04/25	30/09/25	Michael Clark	Completed new post-holder in post	HR	N/A	No
Baldock Community Centre re-roof flat roof above office and reception.	Sustainability	Re-roof works completed	01/06/25	31/08/25	Nafees Parkar	Works completed December 2025	N/A	N/A	No
Re-roof flat roof area near plant room of DCO.	Sustainability	Re-roof works completed	01/07/25	31/09/2025	Nafees Parkar	Quotations received. Works postponed until spring.	N/A	N/A	No
Structural survey of both multi storey car parks	Sustainability	Survey report received and circulated to colleagues	01/09/25	30/11/25	Nafees Parkar	Reports received.	N/A	N/A	No
Upgrade/ renewal of St. Mary's churchyard lighting and feeder pillar.	Sustainability	New flood lights and alterations to distribution boards completed	01/07/25	31/07/25	Michael Clark	Completed	N/A	N/A	No
Arrange electrical and structural test of amenity lighting.	Sustainability	Surveys completed and report received	01/10/25	28/02/26	Michael Clark	PO raised and awaiting dates from supplier to undertake surveys, but likely to be in February 2026	N/A	N/A	No
Retender the Air conditioning service contract which expires mid Feb 2026	Sustainability	New contract in place for February 2026	01/10/25	31/01/26	Michael Clark	In progress - initial meeting with Procurement Officer & Legal Services	Procurement, Legal		No
Retender the Lift maintenance contract which expires 31st October 2025	Sustainability	New contract in place for November 2025	01/07/25	30/10/25	Michael Clark	Completed	Procurement, Legal	Yes	No
Fire door remedial works at North Herts Museum / Town Hall and DCO	Sustainability	All remedials works completed and 100% compliance reports received. Updated asset lists and building plans updated.	01/04/25	31/08/25	Michael Clark	Town Hall & Museum completed. DCO nearly completed. Allowed contractor to spread works out to minimise disruption to staff and building users.	N/A	N/A	No
Hitchin Town Hall clock tower repairs	Sustainability	Repairs to base of clock tower completed and leak resolved	01/07/25	31/07/25	Nafees Parkar	Completed	N/A	N/A	No
Review H&S post in view of possible retirement of post holder.	Sustainability	Review the role and consider alternative delivery models and present to Director of Enterprise	01/01/26	28/02/26	Michael Clark	Completed	HR	N/A	No
Retender the cleaning contract (current contract expires March 2026)	Sustainability	New contract in place for April 2026	01/11/25	31/03/26	Debbie Hiscock	Finalising specification with a view to issuing the ITT in Late January early February.	Procurement, Legal	Yes	No