

## 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.                                                                                                                                                                                                                                              |
| <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.                                                                                                                                                                     |

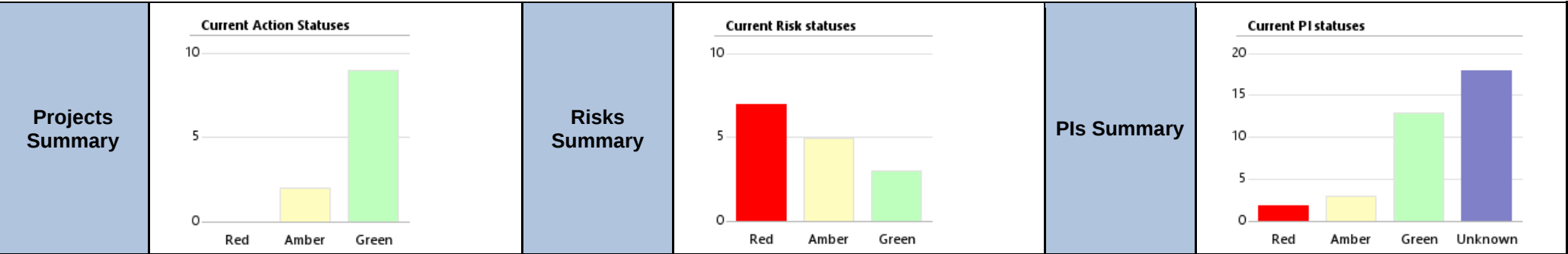
|   |   |   |
|---|---|---|
| 4 | 7 | 9 |
| 2 | 5 | 8 |
| 1 | 3 | 6 |

## Council Delivery Plan Q1 2026-27 Monitoring Report - Project Statuses



| Project                                        | Status | Risk Level |
|------------------------------------------------|--------|------------|
| Decarbonisation of Council Buildings - Phase 2 |        |            |
| Resident/Public EV Charging in our Car Parks   |        |            |
| Churchgate                                     |        |            |
| Digital Transformation                         |        |            |
| Leisure Centre Decarbonisation                 |        |            |
| Local Plan Review                              |        |            |
| Museum Collection Facility                     |        |            |
| Oughtonhead Common Weir                        |        |            |
| Pay on Exit Parking                            |        |            |
| Royston Leisure Centre Learner Pool            |        |            |
| Town Centres Strategy                          |        |            |

Council Delivery Plan Q1 2026-27 Monitoring Report - Status Summaries



Council Delivery Plan Q1 2026-27 Monitoring Report - Key Performance Indicators (KPIs)

| KPI                                                                                         | Latest Update | Current Value | Current Target | Status                                                                                | Trend (Compared with the same time last year)                                                   | 2026/27 Target         |
|---------------------------------------------------------------------------------------------|---------------|---------------|----------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------|
| Percentage of NNDR collected in year                                                        | June 2026     | 26.44%        | 29%            |   | <br>(28.3%)  | 96%                    |
| Number of reported missed household garden waste collections per 100,000 collections        | June 2026     | 164           | 55             |  | <br>(110)  | 55                     |
| Percentage of Careline installations completed within 10 working days                       | June 2026     | 99.8%         | 100%           |  | <br>(97%)  | 100%                   |
| Working days lost due to short-term sickness absence in the last 12 months per FTE employee | June 2026     | 4.54          | 4.00           |  | <br>(4.26) | Not Measured for Years |

| KPI                                                                           | Latest Update | Current Value | Current Target | Status                                                                                | Trend (Compared with the same time last year)                                                    | 2026/27 Target         |
|-------------------------------------------------------------------------------|---------------|---------------|----------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------|
| Percentage of CSC calls answered within 45 seconds                            | Q1 2026/27    | 62%           | 80%            |    | <br>(52%)     | 80%                    |
| Percentage of council tax collected in year                                   | June 2026     | 28.03%        | 28%            |    | <br>(27.92%)  | 97%                    |
| Number of reported missed household waste collections per 100,000 collections | June 2026     | 53            | 55             |    | <br>(52)      | 55                     |
| Percentage of Careline installations completed within 5 working days          | June 2026     | 99.1%         | 90%            |    | <br>(87.3%)   | 90%                    |
| Staff turnover - rolling 12-month percentage                                  | June 2026     | 9.12%         | 15%            |    | <br>(8.78%)   | Not Measured for Years |
| Number of visits to leisure facilities                                        | June 2026     | 490,991       | 421,580        |    | <br>(462,992) | 1,819,404              |
| * Percentage of household waste sent for reuse, recycling and composting      | Q1 2026/27    | 62.17%        | 62%            |    | <br>(58.55%)  | 60%                    |
| Percentage of Stage 1 complaints resolved within 10 working days              | Q1 2026/27    | 93%           | 80%            |   | <br>(84%)    | 80%                    |
| Percentage of Stage 2 complaints resolved within 20 working days              | Q1 2026/27    | 100%          | 70%            |  | <br>(100%)  | 70%                    |
| Percentage of CSC calls answered                                              | Q1 2026/27    | 93%           | 90%            |  | <br>(79%)   | 90%                    |
| Percentage of advertised vacancies filled in first round                      | Q1 2026/27    | 92.3%         | 75%            |  | <br>(85%)   | 75%                    |

| KPI                                                                                                                        | Latest Update | Current Value | Current Target   | Status                                                                                | Trend (Compared with the same time last year)                                                              | 2026/27 Target         |
|----------------------------------------------------------------------------------------------------------------------------|---------------|---------------|------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|------------------------|
| Percentage of all planning applications determined within the relevant statutory or agreed time periods                    | Q1 2026/27    | 83.54%        | 80%              |    | <br>(84.65%)            | 80%                    |
| Performance against revenue budget (projection against original budget)                                                    | Q1 2026/27    | -2.9%         | 0%               |    | <br>(2.4%)              | 0%                     |
| Section 106 spend – value returned to developers                                                                           | 2025/26       | £0            | £0               |    | <br>(£0)                | £0                     |
| Rolling number of Careline service users supported under the HCC contract                                                  | July 2026     | 7,297         | N/A<br>Data Only |    | <br>(7,141)             | Not Measured for Years |
| Average number of penalty points awarded per Grounds Maintenance contract monitoring inspection. (Lower numbers are good.) | July 2026     | 3.02          | N/A<br>Data Only |    | <br>(1.93)              | N/A<br>Data Only       |
| Working days lost due to long-term sickness absence in the last 12 months per FTE employee                                 | June 2026     | 4.89          | N/A<br>Data Only |    | <br>(3.82)              | Not Measured for Years |
| Number of Stage 1 complaints (direct to the Council)                                                                       | Q1 2026/27    | 92            | N/A<br>Data Only |    | <br>(44)                | N/A<br>Data Only       |
| Number of people attending outreach activity and wellbeing sessions                                                        | Q1 2026/27    | 239           | N/A<br>Data Only |  | <br>(New for 2026/27) | N/A<br>Data Only       |
| Number of Community Forum Grants awarded                                                                                   | Q1 2026/27    | 15            | N/A<br>Data Only |  | <br>(9)               | N/A<br>Data Only       |
| Value of Community Forum Grants awarded                                                                                    | Q1 2026/27    | £20,968       | N/A<br>Data Only |  | <br>(£11,925)         | N/A<br>Data Only       |
| Net number of new dwellings built                                                                                          | 2025/26       | 439           | N/A<br>Data Only |  | <br>(407)             | N/A<br>Data Only       |

| KPI                                                                                            | Latest Update | Current Value | Current Target | Status                                                                                | Trend (Compared with the same time last year) | 2026/27 Target |
|------------------------------------------------------------------------------------------------|---------------|---------------|----------------|---------------------------------------------------------------------------------------|-----------------------------------------------|----------------|
| Number of new homes granted planning permission                                                | 2025/26       | 711           | N/A Data Only  |    | ↓<br>(1,185)                                  | N/A Data Only  |
| Growth in properties paying Council Tax                                                        | 2025/26       | 0.81%         | N/A Data Only  |    | ↑<br>(0.5%)                                   | N/A Data Only  |
| Number of biodiversity units to be delivered by Council-approved habitat banks in the district | 2025/26       | 229           | N/A Data Only  |    | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Number of NHDC-supported electric vehicle charge points available for public use               | 2025/26       | 25            | N/A Data Only  |    | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Number of electric vehicle charge points available to NHDC fleet vehicles only                 | 2025/26       | 12            | N/A Data Only  |    | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Percentage of primary schools in North Herts subscribed to the museum loan service             | 2025/26       | 37.3%         | N/A Data Only  |    | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Number of consultations and surveys completed                                                  | 2025/26       | 9             | N/A Data Only  |    | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Number of responses to consultations and surveys                                               | 2025/26       | 4,170         | N/A Data Only  |  | ❓<br>(New for 2025/26)                        | N/A Data Only  |
| Council's Scope 1-3 emissions (tonnes CO2e)                                                    | 2024/25       | 3,888.47      | N/A Data Only  |  | ↓<br>(3,782.50)                               | 2,755.00       |
| Number of Council-approved habitat banks in the district                                       | 2025/26       | 2             | N/A Data Only  |  | ❓<br>(New for 2025/26)                        | 3              |

\* Q1 2026/27 data for 'Percentage of household waste sent for reuse, recycling and composting' is still only provisional.

## Council Delivery Plan Q1 2026-27 Monitoring Report - Projects / Risks

|                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|             | <b>Decarbonisation of Council Buildings - Phase 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| <b>Council Plan Objective</b>                                                                | Sustainability (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Due Date</b> | 31-Mar-2028     | <b>Original Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                          | 31-Mar-2028 |
| <b>Project Summary</b>                                                                       | Finalise plans and complete works to decarbonise further Council buildings - Hitchin Town Hall, North Herts Museum, and the learner pool at North Herts Leisure Centre. 2025/26 was a planning year, with the project progressing throughout 2026/27 towards works commencing in 2027/28 and due to complete by 31 March 2028. Current milestones only relate to the planning year 2025/26 and activities scheduled to complete in 2026/27. Decarbonisation of the District Council Offices is also part of the wider project but will now be delivered by Property Services using existing contractors.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| <b>Latest Update</b>                                                                         | 04-Aug-2026 Following feedback from the Senior Conservation Officer about proposals for Hitchin Town Hall, the Project Board supported changes to designs with the proposed location of the air source heat pump moving to the rear of the building. Additionally, Project Board agreed to incorporate additional interventions to provide cooling to the site which required designs for inclusion in the planning application. These two additional requirements led to a delay in submission of the planning application to 3 August 2026. Planning permission, with conditions, was granted at North Herts Leisure Centre on 15 July 2026. Planning permission for Hitchin Town Hall is predicted to be granted in late Autumn 2026. The project team are currently procuring a contractor through a two-stage design and build approach to develop detailed designs and, subject to approval, deliver the works. The tender process is anticipated to complete by 1 September 2026. Detailed designs will then be undertaken with these completed, with costings, to inform papers to take a decision to the Cabinet meeting on 19 January 2027. Decarbonisation of the council offices is taking place in August to September 2026. |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| <b>Milestone</b>                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |
| Full Council approve NHC capital budget to deliver project.                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 27-Feb-2025     | Yes             | On 27 February 2025, Full Council approved a capital budget of £1.98m as part of the Capital Programme 2025-35.                                                                                                                                                                                                                                                                                                                               |             |
| Salix funding secured.                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 30-Apr-2025     | Yes             | In April 2025, Salix awarded the Council £1.17m of Public Sector Decarbonisation Scheme (Phase 4) funding. At this time, the estimated total project cost was £3.15m.                                                                                                                                                                                                                                                                         |             |
| Commence engagement with officers delivering the Leisure Centre Decarbonisation project.     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 21-May-2025     | Yes             | We held discussions with the project team delivering the Leisure Centre Decarbonisation project to share internal lessons learned and help inform our approach to managing this Phase 2 project.                                                                                                                                                                                                                                              |             |
| Submit first Salix monitoring report.                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 13-Jun-2025     | Yes             | We submitted our first monitoring report to Salix in June 2025 and had an initial meeting with our Salix relationship manager.                                                                                                                                                                                                                                                                                                                |             |
| Project Board established.                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 17-Jun-2025     | Yes             |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| Appoint Quantity Surveyor to review initial feasibility study.                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15-Jul-2025     | Yes             | We appointed Varsity Consulting (who provide QS support to the Leisure Centre Decarbonisation project) to review the initial feasibility study.                                                                                                                                                                                                                                                                                               |             |
| Feasibility study received from Willmott Dixon Construction Ltd.                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 01-Aug-2025     | Yes             | We appointed WDC (the contractor who assisted us with our funding application) to conduct a feasibility assessment. The aim was for this to help us validate the original funding submission, revise/update overall costs, update the project programme, revise cash flow in line with total project value and Salix submission, update anticipated running costs, review planning options, and provide options for procurement of solutions. |             |
| Technical presentation of feasibility study by WDC.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 13-Aug-2025     | Yes             |                                                                                                                                                                                                                                                                                                                                                                                                                                               |             |
| Initial meeting with Varsity Consulting to discuss options to take forward to Project Board. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 15-Aug-2025     | Yes             | Initial meeting held.                                                                                                                                                                                                                                                                                                                                                                                                                         |             |

|                                                                                                                            |             |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------------------------------------------------|-------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Board to agree a preferred procurement option for delivering the pre-construction phase.                           | 08-Sep-2025 | Yes | Project Board meeting took place, but no decision was made on a preferred procurement option. Following advice from Varsity Consulting, an additional feasibility study was requested.                                                                                                                                                                                                                                                                                                                                                                                                          |
| Cabinet report seeking funding approval for appointing a Principal Designer and a Quantity Surveyor for the full project.  | 23-Sep-2025 | Yes | Services provided by Quantity Surveyor and Principal Designer were not covered by existing project budget. Cabinet approved the additional funding via the first quarter Capital Budget Monitoring Review 2025/26 report.                                                                                                                                                                                                                                                                                                                                                                       |
| CPW to provide updated feasibility study and Varsity Consulting to provide related costings.                               | 04-Nov-2025 | Yes | Requested by Project Board on 8 September 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Project Board decision on a preferred delivery route.                                                                      | 13-Nov-2025 | Yes |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Design phase commences.                                                                                                    | 12-Jan-2026 | Yes | Following the appointment of a principal designer, the design phase commenced.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Appoint quantity surveyor, designer, and architect to help deliver project.                                                | 31-Jan-2026 | Yes | On 13 November 2025, Project Board approved the project approach and the appointment of a quantity surveyor, designer, and architect to assist with the delivery of the project. We have now appointed to all of these, with the final one completing on 17 February 2026.                                                                                                                                                                                                                                                                                                                      |
| Confirm to Salix that we intend to proceed with the project into the first delivery year, in line with funding conditions. | 31-Jan-2026 | Yes | Confirmed to Salix via email on 30 January 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Surveys of the buildings completed.                                                                                        | 20-Mar-2026 | Yes | Surveys undertaken as follows:<br>- A structural survey was undertaken on 9 February 2026 (HTH).<br>- An acoustic survey was undertaken between 13 and 16 March 2026 to identify background noise levels in relation to the air source heat pump (HTH and NHLC).<br>- A solar suitability assessment was undertaken on 2 March 2026, outlining the limited locations suitable for rooftop solar (HTH).<br>- A heritage site visit was undertaken on 16 April 2026 to support production of a heritage statement.<br>- A preliminary bat roost assessment was undertaken on 16 April 2026 (HTH). |
| RIBA stages 2-3 designs sign-off.                                                                                          | 30-Apr-2026 | Yes | Completed ahead of planning submission, having been signed off at Project Board on 20 April 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Decision point on proceeding to the procurement of contractor before or after RIBA stage 4 detailed designs.               | 18-May-2026 | Yes | The Project Board approved the recommended procurement route of a two-stage design and build approach where the contractor will oversee detailed designs being developed. The contractor will only be appointed for delivery of works after Cabinet meeting in January 2027.                                                                                                                                                                                                                                                                                                                    |
| Planning submission.                                                                                                       | 31-May-2026 | Yes | The NHLC planning application was submitted on 24 April 2026. The HTH planning application was submitted on 3 August 2026. Delays due to change in location of heat pump following planning feedback and inclusion of cooling works in wider project.                                                                                                                                                                                                                                                                                                                                           |
| Planning approval received.                                                                                                | 06-Jul-2026 | No  | <b>Due date to change to 15 November 2026.</b> Planning approval for NHLC was provided on 15 July 2026. Planning for Hitchin Town Hall is now estimated to be in November 2026 based on submission of the planning application on 3 August 2026.                                                                                                                                                                                                                                                                                                                                                |
| Pre-construction Service Agreement signed.                                                                                 | 01-Sep-2026 | No  | <b>Due date added.</b> Following procurement of a contractor to oversee RIBA Stage 4 (detailed) designs, a pre-construction service agreement will be signed.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| New Milestone - Cabinet decision on progression to delivery stage.                                                         | 19-Jan-2027 | No  | <b>New milestone.</b> Following completion of detailed designs with costings, report due to be presented to Cabinet on 19 January 2027.                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Risk Level                                                                          | Original Score | Current Score | Target Score |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| <b>Key Risks:</b> <ul style="list-style-type: none"> <li>- Failure to obtain planning permission for Hitchin Town Hall as it is a listed building (currently assessed as a top risk for the project).</li> <li>- NHC responsible for funding all project costs beyond agreed grant funding.</li> <li>- Failure to deliver project in line with agreed grant conditions leads to loss of grant funding - grant spend scheduled for 2026/27 and 2027/28.</li> <li>- Delays obtaining required Distribution Network Operator/Planning approvals lead to delays in commissioning/completing project works.</li> <li>- Unforeseen detailed survey findings require changes to project specifications and lead to additional financial costs e.g., identification of asbestos.</li> </ul> |  | 7              | 7             | 5            |

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|             | <b>Resident/Public EV Charging in our Car Parks</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| <b>Council Plan Objective</b>                                                                | Sustainability (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Due Date</b> | 31-Jan-2027     | <b>Original Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 31-Mar-2025 |
| <b>Project Summary</b>                                                                       | Finalise contract/leases with private sector partner and install new EV charging points in six of our outdoor surface car parks (subsequently changed to four). OZEV grant secured to help deliver the project.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| <b>Latest Update</b>                                                                         | 28-Jul-2026 As an outcome of this project, new EV charging points are operational in four outdoor car parks - Civic Centre, Hillshott, Warren, and Woodside. Leases have been drafted for these four car parks and shared with the contractor. However, issues with the format of site plans detailing the precise location of installed items and cabling have now been identified, which need to be resolved/corrected before the leases can be finalised. Following the decision to no longer proceed with the full installation/commissioning of EV charging points in the Bancroft and Twitchell car parks, officers continue to work with Legal and the contractor regarding required variations to the existing contract and to agree arrangements for removing installed items and making good the car parks. Progress has been hindered by the contractor changing our assigned project manager and the time required for them to familiarise themselves with the project/issues. Although the draft leases have previously been shared with the contractor and we understand they want to keep contract variations relatively straightforward, progress is reliant on them providing timely input/responses. In view of this, we now estimate that all outstanding actions should be fully completed in the next six months. We have finalised changes to grant funding with the DfT, with £18k of claimed grant funding being paid back. We have also commenced submission of quarterly performance monitoring reports, in accordance with grant requirements. Although not related to this specific project, the contractor has also indicated that they are no longer interested in pursuing works at the Lairage or Garden Square Shopping Centre multi-storey car parks, and due to Cabinet agreeing on 14 April 2026 to surrender the car park lease, plans have now changed for the Garden Square Shopping Centre. However, we now have the opportunity to improve EV charging capabilities at the Lairage, Bancroft and Twitchell car parks (and potentially other car parks) in the future with a different partner and to deliver better outcomes. |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| <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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |             |
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |             |
| Issue progress report to the Department for Transport in line with grant funding conditions. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 31-Dec-2025     | Yes             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |
| Installation and commissioning of all new EV charging points completed.                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 31-Mar-2026     | Yes             | First phase of installation works was completed, with EV charging points in place at six outdoor car parks. Subsequently, four of these became operational - Civic Centre, Hillshott, Warren, and Woodside. However, full installation/commissioning of EV charging points in the Bancroft and Twitchell car parks is no longer proceeding under the existing contract with the private sector partner. This decision is due to the Distribution Network Operator identifying significant further required works, related complex traffic management issues, the restricted delivery window for grant funding, and the cost/benefit assessment of required works at these relatively low usage locations. Therefore, the project will now only deliver EV charging capabilities in four outdoor surface car parks rather than six, and these charging points are available for use. |             |

| Complete relevant leases with contractor for the length of the contract.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 31-May-2026 | No | <b>Due date to change to 31 January 2027.</b> Leases have been drafted with associated site plans for the four relevant car parks. These have been shared with the contractor. However, issues with the format of the site plans have now been identified, which need to be resolved/corrected before the leases can be finalised. Following the decision to no longer proceed with the full installation/commissioning of EV charging points in the Bancroft and Twitchell car parks, officers continue to work with the contractor and Legal regarding required variations to the existing contract and the removal of previously installed equipment. Progress has been hindered by the contractor changing our assigned project manager and the time required for them to familiarise themselves with the project/issues. Although the draft leases have previously been shared with the contractor and we understand they want to keep contract variations relatively straightforward, we are reliant on them to provide timely input/responses. Therefore, the current estimate is that all outstanding actions should be fully completed in the next six months (by January 2027). |                |               |              |
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| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |             |    | Risk Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Original Score | Current Score | Target Score |
| <b>Risks:</b><br>1. Not successful in obtaining grant funding (no longer a risk).<br>2. Unable to identify/procure a private sector partner (no longer a risk).<br>3. Unable to agree contract conditions/relevant lease arrangements with contractor.<br>4. Unable to deliver full project in accordance with OZEV requirements (now materialised, in part due to changes to OZEV grant funding and related inability to further extend funding deadline).<br>5. Unable to schedule required DNO upgrades in line with implementation programme/funding window (now materialised, due to the cost/benefit implications of relevant DNO surveys and the restricted delivery window referenced above).<br>6. Insurance requirements lead to changes to installation plans (no longer a risk).<br>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 funding, not a risk for this specific Council Delivery Plan project and now agreed to surrender car park lease (Cabinet 14 April 2026)). |             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 5              | 1             | 1            |

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|                       | <b>Churchgate</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                                                                                                                                                                    |  |
| <b>Council Plan Objective</b>                                                                          | Responsible Growth (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>Due Date</b> | 31-Mar-2028     | <b>Original Date</b>                                                                                                                                               |  |
| <b>Project Summary</b>                                                                                 | Progress the long-term regeneration of the shopping centre and surrounding areas. Project will span a number of years. Currently, recorded action relates to key milestones up to early 2027/28.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                                                                                                                                                                    |  |
| <b>Latest Update</b>                                                                                   | <p>05-Aug-2026 Over the past year, the Council has undertaken an extensive programme of work including financial analysis, specialist technical work, Project Board workshops, and Member briefings. This work has enabled the Council to move from high-level vision setting into a more informed, evidence-led and delivery-focused phase. Alongside this, the Council has also undertaken a pre-market engagement exercise and early engagement with the development and investment sector to inform future procurement, delivery, and partnership decisions, including hosting a breakfast event at UKREiif 2026. Feedback from this work has demonstrated strong market interest in Hitchin and increased confidence in both the credibility of the opportunity and the Council's commitment to delivering a high-quality regeneration programme for the town centre. The next stage of work aims to ensure that future decisions regarding the regeneration of the site are informed, evidence-led, and commercially robust. Following reports to Overview and Scrutiny Committee and Cabinet, on 16 July 2026, Council approved additional funding to procure specialist regeneration and development expertise to work alongside the project team in refining a deliverable scheme, testing assumptions in greater detail, reducing uncertainty, and supporting the transition from strategic visioning into delivery planning and implementation. The initial phase of the appointment will comprise of feasibility, viability, master-planning, and delivery planning activities designed to refine the regeneration proposals, test commercial assumptions, assess development risk, and inform the preferred delivery model. The outputs of the initial phase will inform the scope of subsequent phases and will determine whether the Council wishes to proceed or not. Any progression beyond the initial phase will be subject to future Council approval, satisfactory performance of the appointed regeneration specialist partner, approval of any necessary funding, and compliance with the contractual gateway provisions established through the procurement. Due to the challenges, uncertainty, and variables associated with the project, the overall risk level remains high. However, the phased approach detailed above aims to derisk the project and enables the Council to retain strategic oversight and decision-making control as the project develops, whilst ensuring that investment and risk remain proportionate to the level of certainty and information available at each stage. In addition, we are now in a stronger position than we were a year ago, as there is a clearer understanding of the site and the viability and delivery channels, a stronger technical and financial evidence base and a greater insight into market appetite and delivery expectations. Although current project management arrangements and controls enable us to manage these risks as well as we can, certain external factors remain out of our control.</p> |                 |                 |                                                                                                                                                                    |  |
| <b>Milestone</b>                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>                                                                                                                                                        |  |
| Start of engagement.                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 02-Sep-2024     | Yes             |                                                                                                                                                                    |  |
| Run workshops.                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 16-Sep-2024     | Yes             | Hitchin Market Board workshop held 9 September 2024.<br>Hitchin Forum workshop held 9 September 2024 (in the evening).<br>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             | 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.                                                                            |  |

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|---------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                                                                                                                                |
| Report to Council and formal decision on overarching direction and preferred pathway.                                                       | 10-Jul-2025 | Yes | At Full Council on 10 July 2025, councillors voted to progress with their preferred approach to regenerate the Churchgate area, following extensive public consultation and technical feasibility work.                                       |
| Churchgate Project Board Workshop 1                                                                                                         | 28-Nov-2025 | Yes |                                                                                                                                                                                                                                               |
| Churchgate Project Board Workshop 2                                                                                                         | 08-Dec-2025 | Yes |                                                                                                                                                                                                                                               |
| Project Board meeting to finalise the position of the project and recommended options prior to Member Briefing and Cabinet report/decision. | 27-Feb-2026 | Yes | Project Board met on 27 February 2026. Agreed that the Project Team progress to launching a soft market testing phase, in line with the Project Team recommendation.                                                                          |
| Member Briefings.                                                                                                                           | 13-May-2026 | Yes | Three Member briefings were held throughout April and May 2026, with a total of 43 Members attending.                                                                                                                                         |
| Undertake soft market testing and other preparatory work prior to UKREiIF 2026.                                                             | 18-May-2026 | Yes | Significant work and soft market testing were undertaken in early 2026 to engage with potential interested parties and to prepare for UKREiIF 2026.                                                                                           |
| Host event at UKREiIF 2026.                                                                                                                 | 21-May-2026 | Yes | Attendance at the hosted breakfast event was healthy and emphasised that there remains a high level of interest in the project from the market/industry.                                                                                      |
| Project Board decision on next steps.                                                                                                       | 05-Jun-2026 | Yes | Project Board meeting held on 1 June 2026.                                                                                                                                                                                                    |
| Report to Overview and Scrutiny Committee.                                                                                                  | 09-Jun-2026 | Yes | On 9 June 2026, officers provided an update on progress so far and reported on suggested next steps and milestones in preparation for the Cabinet decision in June 2026 and Full Council decision in July 2026.                               |
| Further report to Cabinet.                                                                                                                  | 16-Jun-2026 | Yes | On 16 June 2026, officers provided an update on work to assess the viability, deliverability, and regeneration potential of the Churchgate site and sought approval for additional funding required to support the next phase of the project. |
| Council approval of additional revenue funding to support the next phase of the project.                                                    | 16-Jul-2026 | Yes | On 16 July 2026, Council approved the additional funding to support a single competitive procurement (comprising of two phases) of a partner to assist the Council with the next stage of the project.                                        |
| New Milestone - Commence procurement of regeneration specialist partner for feasibility study.                                              | 07-Aug-2026 | No  | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                          |
| New Milestone - Conclusion of Invitation to Participate procurement step.                                                                   | 15-Sep-2026 | No  | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                          |
| New Milestone - Conclusion of Invitation to Tender procurement step and presentation to Project Board.                                      | 27-Oct-2026 | No  | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                          |

| New Milestone - Conclusion of Evaluation procurement step and contract awarded to successful regeneration specialist partner.                                                                                                                                                                                                                                                                                                                                                                                                                           | 30-Nov-2026 | No | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                             |                |               |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|--------------|
| New Milestone - Commence feasibility, viability, and deliverability program.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 04-Jan-2027 | No | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                             |                |               |              |
| New Milestone - Feasibility, viability, and delivery options tested, concluding with a review of the preferred option.                                                                                                                                                                                                                                                                                                                                                                                                                                  | 05-Apr-2027 | No | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                             |                |               |              |
| New Milestone - Delivery route tested, concluding with a further review of delivery strategy and implementation.                                                                                                                                                                                                                                                                                                                                                                                                                                        | 26-Apr-2027 | No | <b>New milestone.</b> Final timings to be confirmed.                                                                                                                                                                                             |                |               |              |
| New Milestone - Gateway approval of preferred delivery route and progression to next project phase.                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 10-May-2027 | No | <b>New milestone.</b> Final timings to be confirmed. Progression subject to future Member approval, satisfactory performance of regeneration specialist partner, approval of required funding, and established contractual gateway arrangements. |                |               |              |
| Procurement process for development partner ends and contract awarded.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |             | No | <b>Milestone to be deleted.</b> Superseded by proposed new milestones.                                                                                                                                                                           |                |               |              |
| Start procurement process for development partner.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |             | No | <b>Milestone to be deleted.</b> Superseded by proposed new milestones.                                                                                                                                                                           |                |               |              |
| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |    | Risk Level                                                                                                                                                                                                                                       | Original Score | Current Score | Target Score |
| <b>Risks:</b><br>1. The regeneration will not meet expectations of stakeholders.<br>2. Regeneration of the Centre and surrounding area is not cost effective/not affordable. Including impacts of possible high inflation and increasing cost of building materials.<br>3. Availability of specific funding for consultants (i.e., agreed budgets and income from existing tenants).<br>4. Overspends against agreed project budgets.<br>5. Availability of legal and procurement expertise to progress procurement activity in line with project plan. |             |    |                                                                                                                                                               | 9              | 8             | 6            |

|                                  | <b>Digital Transformation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |             |                                                                                                                                                                                                                                                                                                                                                                   |             |
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| <b>Council Plan Objective</b>                                                                                     | Accessible Services (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Due Date</b> | 31-Mar-2028 | <b>Original Date</b>                                                                                                                                                                                                                                                                                                                                              | 31-Mar-2025 |
| <b>Project Summary</b>                                                                                            | 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 for the short-term.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |             |                                                                                                                                                                                                                                                                                                                                                                   |             |
| <b>Latest Update</b>                                                                                              | <p>24-Jul-2026 Scoping Version 2 of the Hitchin Town Hall booking system was completed in early 2026. However, Digital Services are still awaiting input/information from other parties in order for a comparison of different options and a decision on a preferred approach to be made regarding the best way to deliver further enhancements. Depending on the selected preferred option, Digital Services may or may not be directly involved with the implementation. The UKSPF-funded support officer role has been extended by a couple of weeks to mid-September 2026, and they continue to assess our services' digital inclusion, propose related recommendations, and implement some identified improvements. Once the role ends, any outstanding recommendations will be passed on to relevant teams to action. In time, we aim to repeat the digital inclusion customer/staff survey to monitor the outcomes of completed improvements. CRM/Tascomi integrations for a number of regulatory services remain in the planning/scoping phase. Timings are still to be determined, as we are waiting for the third-party supplier to give us access to the required modules on the test system. The Director - Customers and Director - Regulatory are keen for this project to move forward, but the continued delays in the third-party supplier responding to requests remains a key risk to how quickly things progress. Due to finance system integrations for Grants process automations being more complicated than first envisaged, we require direct support from the finance system provider and a related budget to implement a solution. As this is a low priority project, the volume of grants is low, and the Community Partnerships team currently undertake a relatively straightforward manual process, a decision needs to be made on whether continuing with this project delivers best value. This decision is expected to be made by the end of August 2026. Scoping of a replacement incident/accident/near-miss register has been completed, but the required works have not been scheduled into the wider programme yet. Once the planning phase is complete, agreed timings will be confirmed. In general, key risks to the programme continue to be the availability of sufficient resources (including the diversion of resources to the LGR process), LGR creating general uncertainty across the organisation, response times from third-party providers, and delayed decisions on preferred delivery options. The Digital Services team continue to progress several parallel workstreams alongside core programme delivery, including the rollout of Microsoft Copilot across the organisation, undertaking business process analysis to identify options for digitalisation/optimisation and prepare for LGR, and continuing to develop a range of ad-hoc online forms and digital processes to meet service needs. Based on the findings of completed business process analysis exercises, Digital Services are now implementing a number of quick fix/small builds to improve service provision.</p> |                 |             |                                                                                                                                                                                                                                                                                                                                                                   |             |
| Milestone                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Due Date        | Complete    | Note                                                                                                                                                                                                                                                                                                                                                              |             |
| Scope and investigate replacement of Burials system.                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 30-Jun-2024     | Yes         | Initial decision was 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 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, with plans agreed with Veolia.                                                                                                                                                                                                                                                                                                                    |             |
| Hitchin Town Hall booking system developed.                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 31-Oct-2024     | Yes         | The Hitchin Town Hall application was completed and handed over.                                                                                                                                                                                                                                                                                                  |             |
| Waste Services - integrations with contractors' software.                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 30-Jun-2025     | Yes         | Completed on 7 August 2025. There was a slight delay fully integrating with Veolia systems, caused by late access to Veolia's ECHO system/data (April 2025) and delays clarifying specific data requirements. This delay did not have any impact from a customer perspective.                                                                                     |             |
| Waste Services - project delivery.                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 30-Jun-2025     | Yes         | High priority waste services processes were available for the start of the contract, with lower priority/frequency processes completed and delivered by 7 August 2025. One additional form, Waste Issues, was not delivered at this time, but there was an alternative way for Customer Services to do this, so the delay did not impact the customer experience. |             |

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|--------------------------------------------------------------------------------------------------|-------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Development and delivery of Trade Waste processes.                                               | 07-Aug-2025 | Yes | This work was outside the scope of the original Waste Services project. The majority of Trade Waste processes went live on 7 August 2025 when we implemented the weekly system updates. There was a small part still outstanding due to needing process clarity, but the rest were live. The outstanding item had minimal impact, and the milestone was considered complete.                                                                                                                                                                                                                                                                                                                                           |
| Development and delivery of a Grants database.                                                   | 28-Nov-2025 | Yes | Database now live. Officially launched on 24 November 2025.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Safety Advisory Group (SAG) platform.                                                            | 12-Mar-2026 | Yes | The platform went live in mid-March 2026. An additional councillor platform, which was not included in the original scope, was subsequently added later in March 2026.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| TechnologyOne integrations: Waste process automations.                                           | 31-Mar-2026 | Yes | The TechnologyOne/Waste project has been fully signed off and is now live.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Digital Inclusion Project.                                                                       | 31-Aug-2026 | No  | <b>Due date to change to 11 September 2026.</b> We have utilised UKSPF funding to secure a support officer for six months to assess our services' digital inclusion, propose related recommendations, and start to implement identified improvements. This post has now subsequently been extended to mid-September 2026.                                                                                                                                                                                                                                                                                                                                                                                              |
| CRM/Tascomi integrations - Regulatory services.                                                  |             | No  | <b>Due date still to be confirmed.</b> Still in the planning/scoping phase. Timings still to be determined, as we are waiting for the third-party supplier to give us access to the required modules on the test system. The Director - Customers and Director - Regulatory are keen for this project to move forward, but the continued delays in the third-party supplier responding to requests remains a key risk to how quickly things progress.                                                                                                                                                                                                                                                                  |
| New Milestone - Incident/Accident/Near-Miss Register                                             |             | No  | <b>New milestone - Due date to be confirmed.</b> Scoping of a replacement register has been completed, but the required works have not been scheduled into the wider programme yet. Once the planning phase is complete, the milestone will be updated to reflect the agreed timings.                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Scoping Version 2 of the Hitchin Town Hall booking system and decision made on preferred option. |             | No  | <b>Due date still to be confirmed.</b> Scoping of Version 2 was completed in early 2026. However, Digital Services are still awaiting input/information from other parties in order for a comparison of different options and a decision on a preferred approach to be made regarding the best way to deliver further enhancements to the HTH booking system. Following a decision on a preferred option, we will then be in a position to update the milestone/timings to reflect if Digital Services will be involved in the implementation.                                                                                                                                                                         |
| TechnologyOne integrations: Grants process automations.                                          |             | No  | <b>Due date still to be confirmed.</b> Following initial investigations, we have determined that this is more complicated than first envisaged. To implement the solution, we require direct support from the finance system provider and a related budget. As this is a low priority project, the volume of grants is low, and the Community Partnerships team currently undertake a relatively straightforward manual process, a decision needs to be made on whether continuing with this project delivers best value. This decision is expected to be made by the end of August 2026. Following this, we will then be in a position to update the milestone/timings to reflect if the project is still proceeding. |

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                 | Risk Level                                                                          | Original Score | Current Score | Target Score |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| <b>Risks:</b><br>1. Resources within key teams available to deliver.<br>2. Unexpected limitations within new digital platform (now assessed as low risk).<br>3. Delays in receiving required access to and/or responses from third party systems/providers.<br>4. Local Government Reorganisation creates uncertainty around the delivery of the wider programme.<br>5. Delayed decision-making on preferred options. |  | 6              | 6             | 3            |

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|                                                                           | <b>Leisure Centre Decarbonisation</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                 |                                                                                                                                                                                                                                                                                                      |             |
| <b>Council Plan Objective</b>                                                                                                                              | Sustainability (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Due Date</b> | 30-Mar-2027     | <b>Original Date</b>                                                                                                                                                                                                                                                                                 | 02-Feb-2026 |
| <b>Project Summary</b>                                                                                                                                     | 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |                 |                                                                                                                                                                                                                                                                                                      |             |
| <b>Latest Update</b>                                                                                                                                       | 23-Jul-2026 The programmes at North Herts Leisure Centre (NHLC) and Hitchin Swimming and Fitness Centre (HSFC) continue to be delayed due to the extended time required to complete legal easements with third parties. These easements are needed to enable the new electricity supplies for the substations and their connection to the wider electricity network at both sites. We continue to work closely with third-party landowners (Letchworth Garden City Heritage Foundation and Hitchin Cow Commoners Trust) and the statutory authority (UKPN) to progress these easements and subsequent works. However, although both easements are progressing, further delays have still arisen. As a result, the contractor temporary demobilisation period has now been extended to late August 2026, pending conclusion of relevant legal processes. Building works at NHLC and HSFC are now anticipated to be completed in late January/early February 2027 and if required, to have received Building Control Officer sign-off/certification by the end of March 2027. We continue to provide updates to Salix, including via quarterly monitoring reports. Given the ongoing uncertainty around how long it will take to finalise the easements, some of which remain outside our control, the assessed risk level is unchanged. Despite significant consultancy input to date, residual risks remain until the Air Source Heat Pumps (ASHPs) are installed and fully operational. These include potential impacts on performance, the achievement of projected carbon and revenue savings, and the possible requirement to install harmonic filters should distortion levels exceed permitted limits. Harmonic filters at NHLC have been incorporated into the design/budget, but this is not the case for HSFC or Royston Leisure Centre (RLC). UKPN have approved first stage harmonic assessments for HSFC and RLC, although this doesn't completely remove the risk once the new ASHPs are installed and running, and there is no provisional budget for harmonic filters should they be required. However, it should be noted that the ASHP at RLC has now been operational for a number of weeks with no reported issues. |                 |                 |                                                                                                                                                                                                                                                                                                      |             |
| <b>Milestone</b>                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>                                                                                                                                                                                                                                                                                          |             |
| 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 and final costs subsequently agreed.                                                                                                                                                                                                                     |             |
| Provide Salix with required project updates.                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 01-Apr-2025     | Yes             | All grant conditions and updates for the 2024/25 financial year have been issued and reviewed. Conditions 2-4 have been approved by Salix consultants and are with Salix to approve. Condition 1 will need to be reviewed, amended, and resubmitted later.                                           |             |

|                                                                                                                                                                                                                                   |             |     |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 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.                                                                                                                                              |
| Salix confirm acceptance of our 2024/25 updates.                                                                                                                                                                                  | 31-May-2025 | Yes | Salix have approved and paid the Council the 2024/25 grant amount in full.                                                                                                                                                                                                                                                                                                                                                                                  |
| Commence de-carb works at Royston Leisure Centre.                                                                                                                                                                                 | 17-Jun-2025 | Yes | Willmott Dixon started setting up on site in the week commencing 14 July 2025 and started to shutdown areas of the building to prepare for works in the week commencing 21 July 2025.                                                                                                                                                                                                                                                                       |
| Planning permissions obtained.                                                                                                                                                                                                    | 19-Jun-2025 | Yes | Planning permission received for Royston and Letchworth on 19 June 2025, with Hitchin granted on 11 July 2025.                                                                                                                                                                                                                                                                                                                                              |
| Commence de-carb works at North Herts Leisure Centre.                                                                                                                                                                             | 23-Jun-2025 | Yes | Willmott Dixon started setting up on site in the week commencing 14 July 2025 and started to shutdown areas of the building to prepare for works in the week commencing 21 July 2025.                                                                                                                                                                                                                                                                       |
| Commence de-carb works at Hitchin Swimming and Fitness Centre.                                                                                                                                                                    | 01-Sep-2025 | Yes | The start date for commencing works was pushed back due to a delay with Natural England issuing the required Bat Licence.                                                                                                                                                                                                                                                                                                                                   |
| Enter into construction contract with Willmott Dixon.                                                                                                                                                                             | 07-Sep-2025 | Yes | There was a slight delay completing this milestone, as it took longer than expected to reach agreement on how practical completion would be agreed in a way that complies with the new Building Safety Act and to undertake the subsequent Legal work prior to signing.                                                                                                                                                                                     |
| Provide Salix with an updated application form with finalised project data (including costs and energy values) and a monitoring plan detailing how carbon savings will be monitored/reported following completion of the project. | 02-Feb-2026 | Yes | Salix confirmed revised final commissioning condition dates and that we needed to submit relevant information to them by 31 March 2026. However, we agreed to do this earlier to ensure Salix had sufficient time to review the information provided and to raise any queries. We submitted the final commissioning conditions to Salix at the end of February 2026, which they subsequently approved.                                                      |
| Complete de-carb works at Royston Leisure Centre.                                                                                                                                                                                 | 09-Jun-2026 | Yes | Building works completed. Building Control sign-off received 20 March 2026. Formal handover to EA on 14 April 2026.                                                                                                                                                                                                                                                                                                                                         |
| Complete de-carb works at Hitchin Swimming and Fitness Centre.                                                                                                                                                                    | 27-Oct-2026 | No  | <b>Due date to change to 30 March 2027.</b> This factors in the agreed extension of the contractor demobilisation period (to late August 2026) pending formalisation of the required easement over Hitchin Cow Commoners Trust land. The date is also inclusive of a possible eight-week Building Control Officer sign-off period should it be required. Actual building works are currently scheduled to be completed in early February 2027.              |
| Complete de-carb works at North Herts Leisure Centre.                                                                                                                                                                             | 27-Oct-2026 | No  | <b>Due date to change to 25 March 2027.</b> This factors in the agreed extension of the contractor demobilisation period (to late August 2026) pending formalisation of the required easement over Letchworth Garden City Heritage Foundation land. The date is also inclusive of a possible eight-week Building Control Officer sign-off period should it be required. Actual building works are currently scheduled to be completed in late January 2027. |

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Risk Level                                                                          | Original Score | Current Score | Target Score |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| <b>Risks:</b> <ul style="list-style-type: none"> <li>- NHC responsible for funding all project costs beyond agreed grant funding.</li> <li>- NHC paying up front for the larger Air Source Heat Pumps (no longer a risk).</li> <li>- Unforeseen detailed survey findings require changes to project specifications and lead to additional financial costs.</li> <li>- Failure to obtain required planning permissions (no longer a risk).</li> <li>- Delays obtaining required Distribution Network Operator approvals lead to delays in commissioning/completing project works.</li> <li>- Delays obtaining required easements lead to delays in commissioning/completing project works.</li> <li>- Failure to deliver project in line with agreed grant conditions leads to loss of grant funding (no longer a risk).</li> <li>- 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 (no longer a risk).</li> <li>- Disruption to day-to-day operations during works leads to customer dissatisfaction (one-week closures of NHLC and HSFC required to complete commissioning of ASHPs).</li> <li>- Demand on existing officer resources to cover the loss of the dedicated Project Manager.</li> <li>- Once ASHPs are operational, UKPN may require us to install harmonic filters (at Hitchin and/or Royston) to reduce distortion if harmonic levels go above allowed limits.</li> </ul> |  | 8              | 5             | 3            |

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|       | <b>Local Plan Review</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                 |                 |                                                                                                                             |             |
| <b>Council Plan Objective</b>                                                          | Responsible Growth (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Due Date</b> | 05-Jan-2029     | <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>                                                                   | 23-Jul-2026 Following the notice of intention that was published on 24 April 2026, the scoping document (first stage of the new Local Plan) was consulted on between 11 May and 28 June 2026. The next stage is the Content and Evidence Base document, which will set out the Council's proposed approach to the Local Plan including findings from evidence base to date as well as what evidence is still expected to be commissioned. This document is scheduled to go to Cabinet on 22 September 2026 and then published for consultation on 13 October 2026. The Strategic Planning Manager role is currently occupied on an interim basis and is likely to be advertised later in 2026 following an internal restructure. Two Senior Planner roles were advertised to assist in the capacity of the wider team, and both have been filled. A temporary contract role, originally filled for six months to provide additional support, has been extended until December 2026. A bid for additional MHCLG funding for local authorities preparing Local Plans under the new system as long as they met certain milestone dates has been successful. This funding will help provide additional staff capacity and skills required for meeting the milestone requirements. Work is continuing on site assessments to feed into the proposed site allocations. A site map will be published in September 2026. This will include all sites submitted as part of the call for sites as well as current Local Plan site allocations that either do not have planning permission or have planning permission but have not yet started as of 31 March 2026. Work is also continuing on a range of evidence base studies that will support the Local Plan. Details of these are published on the website. |                 |                 |                                                                                                                             |             |
| <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. Approval of revised Local Plan Timetable.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 20-Jan-2026     | Yes             | Approved by Cabinet in January 2026.                                                                                        |             |
| 04. Notice of start of plan-making given to Secretary of State.                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 24-Apr-2026     | Yes             | Notice published on our website on 24 April 2026.                                                                           |             |
| 05. Early scoping consultation.                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 11-May-2026     | Yes             | Consultation was undertaken between 11 May 2026 and 28 June 2026.                                                           |             |
| 06. Complete 'Gateway 1' advisory assessment.                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 09-Oct-2026     | No              | Milestone in line with the published timetable.                                                                             |             |
| 07. Complete first mandatory public consultation - proposed content and evidence base. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 24-Nov-2026     | No              | Milestone in line with the published timetable. Consultation to be undertaken between 13 October 2026 and 24 November 2026. |             |
| 08. Complete 'Gateway 2' (4-6 weeks).                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 05-Apr-2027     | No              | Milestone in line with the published timetable. Will be undertaken in March / April 2027.                                   |             |
| 09. Complete second mandatory public consultation - draft Local Plan.                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 04-Jan-2028     | No              | Milestone in line with the published timetable. Consultation to be undertaken between 26 October 2027 and 4 January 2028.   |             |
| 10. Complete 'Gateway 3' assessment and submit for examination.                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 31-May-2028     | No              | Milestone in line with the published timetable.                                                                             |             |
| 11. Receipt of examination outcome.                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 30-Nov-2028     | No              | Milestone in line with the published timetable.                                                                             |             |

| 12. Finalisation and adoption of digital Local Plan.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 05-Jan-2029 | No | Milestone in line with the published timetable.                                     |                |               |              |
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| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |             |    | Risk Level                                                                          | Original Score | Current Score | Target Score |
| <p>Risks:</p> <ul style="list-style-type: none"> <li>- <b>Further reforms to the planning system or national policy:</b> The introduction of new or substantive reforms could impact the scope and content of the Local Plan. The new NPPF includes non-statutory Development Management policies. There is currently uncertainty about how these should be applied when decisions must be made in accordance with the Development Plan unless material considerations indicate otherwise. This may have implications for decision making and could lead to increased challenges through appeals and the courts.</li> <li>- <b>Inability to recruit or retain experienced officers:</b> Previous recruitment exercises have been unsuccessful, with limited interest due to salary levels not aligning with expectations or with those offered by neighbouring authorities. This poses a risk to delivering the required programme of work.</li> <li>- <b>Internal delays in securing necessary resources:</b> Organisational complexities may delay resources needed to progress the Local Plan such as overly complex procurement processes.</li> <li>- <b>Insufficient overall capacity to deliver the Local Plan update:</b> Limited staffing and competing priorities may constrain the ability to complete required tasks within statutory timeframes.</li> <li>- <b>Lack of clear or aligned corporate direction:</b> Conflicting priorities or a lack of shared vision across departments could hinder a joined-up approach to strategy development and policy alignment.</li> <li>- <b>Introduction of new Spatial Development Strategies (SDS):</b> SDS preparation is likely to progress on a similar timeline to the Local Plan, creating risks of abortive work, policy conflict, or delays due to uncertainty or required changes. Early collaboration and shared evidence gathering between authorities will be essential.</li> <li>- <b>Failure to secure adequate funding:</b> Insufficient financial resources could delay or limit the scope of the Local Plan review.</li> <li>- <b>Failure to obtain political or Government approval at key stages:</b> Lack of support or sign off at critical gateways could stall progress.</li> <li>- <b>Risk of Government intervention:</b> If inadequate progress is made on the Local Plan review, the Council may be subject to intervention measures.</li> <li>- <b>Inadequate guidance leading to poor scheme outcomes:</b> Insufficient clarity in national policy or guidance may result in development that does not appropriately support corporate priorities relating to climate change, the environment, the economy, or place making.</li> <li>- <b>Poor design outcomes:</b> Development may fail to respond appropriately to local character and context if policy clarity or evidence is lacking.</li> <li>- <b>Adverse appeal decisions:</b> Delays or stalling of the Local Plan review may increase the risk of unfavourable appeal outcomes on non-Local Plan sites.</li> <li>- <b>Impact of Local Government Reorganisation (LGR):</b> LGR proposals may divert resources, affect the timetable or approach, or introduce new workstreams. LGR may also result in conflicting policy approaches between authorities; early collaboration will be required to align policy direction where possible. The split of North Herts into two administrative areas creates a number of potential issues after April 2028, including:</li> <li>- <b>Evidence Base/Policy:</b> How the evidence base or specific policy approaches will apply to different parts of the district.</li> <li>- <b>Governance:</b> As North Herts will be under different administrative areas, there is a risk that one authority may not adopt the Plan. MHCLG have indicated that they would expect new authorities to continue with the process where Plans are at an advance stage. They also have powers of intervention if needed in terms of adoption.</li> <li>- <b>Legislative Changes Needed:</b> Currently, only one local plan can apply to one administrative area.</li> </ul> |             |    |  | 5              | 5             | 3            |

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|                                   | <b>Museum Collection Facility</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| <b>Council Plan Objective</b>                                                                                      | Thriving Communities (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Due Date</b> | 31-Jan-2029                                                                                                                                                                                                                                                                                                                                      | <b>Original Date</b> | 31-Mar-2028 |
| <b>Project Summary</b>                                                                                             | Delivery of a new facility to house the museum collection of North Hertfordshire.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| <b>Latest Update</b>                                                                                               | <p>24-Jul-2026 We continue to progress the project to resolve current museum collection storage capacity pressures and to secure the long-term future and preservation of the museum collection in an environmentally stable facility. Following the renovation of Unit 1 City Park, Letchworth Garden City, the museum collection will be relocated from the existing Bury Mead Road site to the new facility. In July 2026, the previous tenants vacated the premises and NHC took possession. In June 2026, we appointed a Professional Technical Services contractor to guide and support NHC through the design phases. Following receipt of an initial report from the contractor and pending approval from Project Board in July 2026, it is likely that the project may be paused for a short period while we clarify our expectations, challenge certain aspects of the report, and possibly request re-submission of the RIBA Stage 1 report. If this happens, project timings will need to be amended to reflect this unprogrammed activity. We have been successful with a National Lottery Heritage Fund grant bid submission (£250k) to fund resources that will be required later in the project e.g., moving the collection and overseeing the volunteer programme. Throughout the project, we will continue to explore other, lower value grant opportunities. Currently, remaining milestone due dates remain indicative, and these will be confirmed following further detailed work to develop a comprehensive and realistic delivery programme. Later in the project, we will be appointing to community engagement and collection relocation related roles (both paid and voluntary) to progress related workstreams at the appropriate time. Key risks include financial pressures, escalating costs from early design stage outcomes, staffing capacity, possible damage to the collection, managing staff/Member/public expectations, and possible loss of accreditation, although this last one has lessened due to the Council embarking on this project. Although the overall risk level is assessed as high (based on the risk scores for the highest risk areas), it should be noted that the majority of risks recorded in the project risk log are assessed as low risk and generally, our capacity to manage risk is going in the right direction.</p> |                 |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| <b>Milestone</b>                                                                                                   | <b>Due Date</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Complete</b> | <b>Note</b>                                                                                                                                                                                                                                                                                                                                      |                      |             |
| 01. Cabinet approval for the acquisition of a long leasehold interest of Unit 1 City Park, Letchworth Garden City. | 18-Mar-2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| 02. NHC formally acquires the long leasehold interest of Unit 1 City Park, Letchworth Garden City.                 | 04-Jul-2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             | Sitting tenant was in place until July 2026. NHC agreed an extension to the lease (previously to January 2026) to allow time for project design work and a specification for the procurement of a principal renovation contractor to progress whilst securing an ongoing income stream while this happened and avoiding an extended void period. |                      |             |
| 03. Project Board established.                                                                                     | 31-Jul-2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| 04. Commence Project Board meetings.                                                                               | 02-Sep-2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| 05. Present project information note and update to Overview and Scrutiny Committee.                                | 06-Jan-2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             |                                                                                                                                                                                                                                                                                                                                                  |                      |             |
| 06. Appoint Professional Technical Services contractor to guide and support NHC through design phases.             | 31-May-2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             | Formally contracted on 4 June 2026.                                                                                                                                                                                                                                                                                                              |                      |             |
| 07. Sitting tenant vacates premises following expiration of lease.                                                 | 08-Jul-2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Yes             | NHC took possession of the premises on 9 July 2026. Premises had been left in a satisfactory condition.                                                                                                                                                                                                                                          |                      |             |
| 08. Procure principal renovation contractor and mobilise contract.                                                 | 31-Jan-2027                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | No              | Indicative due date.                                                                                                                                                                                                                                                                                                                             |                      |             |
| 09. Complete recruitment to collection strand project roles (roles potentially grant funded).                      | 26-Apr-2027                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | No              | Indicative due date.                                                                                                                                                                                                                                                                                                                             |                      |             |

| 10. Commence onsite renovation works.                                                                                                                                                                                                                                                                                                                                                                                                                                           | 31-May-2027 | No | Indicative due date.                                                                               |                |               |              |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|----------------------------------------------------------------------------------------------------|----------------|---------------|--------------|
| 11. Commence recruitment and training of volunteers to support project stages that follow completion of renovation works.                                                                                                                                                                                                                                                                                                                                                       | 07-Jun-2027 | No | Indicative due date.                                                                               |                |               |              |
| 12. Complete renovation of Unit 1 City Park, Letchworth Garden City.                                                                                                                                                                                                                                                                                                                                                                                                            | 17-Sep-2027 | No | Indicative due date. Currently, expect renovation works to be completed at the end of Summer 2027. |                |               |              |
| 13. Commence relocation of museum collection to new facility.                                                                                                                                                                                                                                                                                                                                                                                                                   | 04-Oct-2027 | No | Indicative due date.                                                                               |                |               |              |
| 14. Complete relocation of museum collection to new facility.                                                                                                                                                                                                                                                                                                                                                                                                                   | 31-Jan-2029 | No | Indicative due date. Existing Bury Mead Road site will then subsequently be fully vacated.         |                |               |              |
| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |             |    | Risk Level                                                                                         | Original Score | Current Score | Target Score |
| <b>Key Risks:</b><br>- Failure to deliver project to planned project timescales and within agreed budgets.<br>- Project Team capacity to deliver project is in addition to existing business-as-usual responsibilities.<br>- Failure to secure external grant funding to maximise the ambitions of the project.<br>- Delays in procuring the design technical team and approving designs early in the project utilises all time contingencies built into the overall programme. |             |    |                 | 7              | 7             | 3            |

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|  | <b>Oughtonhead Common Weir</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                       |             |
| <b>Council Plan Objective</b>                                                     | Sustainability (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>Due Date</b> | 31-Oct-2026     | <b>Original Date</b>                                                                                                                                                                                                                                                                                                                                                                  | 30-Sep-2024 |
| <b>Project Summary</b>                                                            | Complete works to rectify the collapsed weir.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                       |             |
| <b>Latest Update</b>                                                              | 05-Aug-2026 Currently, the plan is to combine the weir works and Affinity Water's wider river restoration and habitat improvements into a single coordinated programme of works. This collaborative approach aims to ensure a smooth delivery process, reduced onsite disruption, and better value for money. CMS have prepared necessary tender documentation, and we have re-emphasised the priority of the project from a NHC perspective. However, we are still awaiting confirmation of the timings to move things forward (and to confirm milestones/dates). Autumn is considered the most suitable time for works from an ecological and habitat perspective (breeding bird season finished, most favourable ground conditions, and lowest river levels) and currently, we still anticipate the weir works being completed in 2026 with a delivery timeframe of approximately four weeks. However, prior to finalising the coordinated arrangements/programme, there remains a risk that the weir improvements may be further delayed in order to achieve the anticipated benefits of a joint approach. Public communications throughout various project stages remains key to managing stakeholder expectations and potential reputational risks associated with delays. The impact of a delay in completing the project is still assessed as low, due to any further short-term deterioration of the existing weir being unlikely to result in significant environmental damage. |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                       |             |
| <b>Milestone</b>                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>                                                                                                                                                                                                                                                                                                                                                                           |             |
| 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. Commence tender process for undertaking required works.                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Awaiting update from CMS regarding project timings.                                                                                                                                                                                                                                                                                                  |             |
| 04. Appoint contractor(s) to undertake required works.                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Awaiting update from CMS regarding procurement timings. CMS initially indicated the tender is likely to be open for six weeks to allow sufficient time for contractors to put their returns together, followed by a two-week period for evaluating and scoring. Therefore, the procurement process is expected to last for approximately two months. |             |
| 05. Successful contractor confirms project plan and timings.                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Will be confirmed following contract award.                                                                                                                                                                                                                                                                                                          |             |
| 06. Undertake further communication with the public regarding plans.              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Will take place once contract awarded and plans have been finalised.                                                                                                                                                                                                                                                                                 |             |
| 07. Commence work on-site.                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Will be confirmed when successful contractor confirms project plan and timings.                                                                                                                                                                                                                                                                      |             |
| 08. Works on-site completed.                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                 | No              | <b>Due date to be confirmed.</b> Will be confirmed when successful contractor confirms project plan and timings. Currently anticipate works being completed in Autumn 2026.                                                                                                                                                                                                           |             |

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Risk Level                                                                          | Original Score | Current Score | Target Score |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| <b>Risks:</b><br>- External funding from HCC, EA and residents is not available leading to full allocated Capital budget being used (currently assessed as low risk in view of reduced work now being required and possible new funding stream from Affinity Water).<br>- Existing situation deteriorates prior to any works being undertaken requiring further urgent temporary solutions to manage an immediate changing situation (currently assessed as low risk).<br>- Failure to obtain planning permission (no longer a risk).<br>- Failure to obtain Environment Agency (fish pass approval) and HCC (ordinary watercourse consent) approval/consent (no longer a risk).<br>- Lack of contractor appetite to undertake works prolongs procurement process and delays project delivery (prior to tender process, assessed as relatively low risk).<br>- Without confirmed plans for the procurement process and project delivery, there is a risk that the project will not be completed in line with current stakeholder expectations (currently assessed as low risk, with a current preference for delivery in summer/autumn 2026). |  | 4              | 2             | 1            |

|                                            | <b>Pay on Exit Parking</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |
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| <b>Council Plan Objective</b>                                                                                               | Accessible Services (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Due Date</b> | 31-Mar-2027 | <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 - although remaining project budget has now been carried forward to 2026/27.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |
| <b>Latest Update</b>                                                                                                        | 27-Jul-2026 In May 2026, new parking machines were installed and relevant signage was updated at Norton Common and Hitchin Swimming & Fitness Centre car parks. The installation of new tariff boards in all car parks has still not progressed and depending on the approach taken, may possibly now not be completed until the end of 2026/27. Capital funding for this element of the project was previously carried forward to 2026/27. Discussions with the contractor and Legal continue regarding the quality of installed parking signage, and this needs to be resolved before we commit to proceeding with the current provider to install new tariff boards. Temporary updates to existing tariff boards have been completed, to reflect approved changes to parking tariffs (Cabinet 17 February 2026) and to ensure our car parks remain compliant. Should a change in tariff board provider be required, there is budget available to cover a possible risk of increased contract costs, but it is likely to push the project completion date towards March 2027. This delay does not affect the operation of our car parks or users' ability to park in them. The Parking Team continue to respond to and resolve users' issues, which remains key to managing possible reputational risks, although generally, the majority of users continue to successfully pay for parking without issue. |                 |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |             |
| 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.                                                                                                                                                                                                                                                                                                                                                  |             |
| 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 did experience issues associated with the new machines and payment options. Officers worked with the contractor to address identified issues.                                                                                                                                                                                                                    |             |
| Norton Common and Hitchin Swimming & Fitness Centre TROs updated.                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 31-Mar-2026     | Yes         | The Norton Common TRO was updated (delegated decision notified 27 June 2025). Following discussions with Leisure/Everyone Active we have agreed to retain the existing TRO for Hitchin Swimming & Fitness Centre and to continue with a pay and display approach in the car park for now. Any future proposals to update the TRO and parking options will be considered outside the scope of the current project. As a result, the milestone is now considered complete. |             |
| Complete installation of new parking machines and signage at Norton Common and Hitchin Swimming & Fitness Centre car parks. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 31-May-2026     | Yes         | New parking machines installed and signage updated in May 2026.                                                                                                                                                                                                                                                                                                                                                                                                          |             |

| Installation of new tariff boards completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 30-Sep-2026 | No | <b>Due date to change to 31 March 2027.</b> Capital funding for this element of the project was carried forward to 2026/27. Discussions with Legal are ongoing regarding how to respond to and resolve identified quality issues with installed parking signage. This needs to be addressed and resolved before we commit to proceeding with the current provider to install new tariff boards. This has impacted our ability to meet the current target date. Temporary updates to existing tariff boards have been completed to reflect approved changes to parking tariffs (Cabinet 17 February 2026). Should a change in tariff board provider be required, there is budget available to cover a possible risk of increased contract costs, but it will push the project completion date towards the end of 2026/27. |                |               |              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|--------------|
| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |             |    | Risk Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Original Score | Current Score | Target Score |
| <b>Risks:</b><br>1. Budget implications of selected scheme (no longer a risk).<br>2. Inability to procure suppliers within approved budget (no longer a risk, as procured suppliers within budget).<br>3. Negative public reaction to changes and disruption during works.<br>4. Loss of income during associated works and immediate post-installation period.<br>5. Failure to bring together separate project elements to achieve seamless project delivery.<br>6. Public have issues using the new parking machines or understanding new payment options.<br>7. Issues with installed signage leads to a change in tariff board provider being required. |             |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1              | 2             | 1            |

|                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                 |                 |                                                                                                                                                                                                                              |             |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
|                                                             | <b>Royston Leisure Centre Learner Pool</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                 |                 |                                                                                                                                                                                                                              |             |
| <b>Council Plan Objective</b>                                                                                                                | Accessible Services (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>Due Date</b> | 14-Apr-2028     | <b>Original Date</b>                                                                                                                                                                                                         | 14-Apr-2028 |
| <b>Project Summary</b>                                                                                                                       | Project to construct a new learner pool and associated changing facilities at Royston Leisure Centre.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                 |                                                                                                                                                                                                                              |             |
| <b>Latest Update</b>                                                                                                                         | 15-Jun-2026 We have commenced the project to construct a new learner pool and associated changing facilities at Royston Leisure Centre, which represents a long-term investment in Royston's leisure provision and ensures the facility can meet both current and future demand. Following approval of a project budget in February 2026, the establishment of a Project Board, and the appointment of a lead development partner for the pre-construction stages, we have now commenced the combined RIBA Stages 2 and 3 to develop designs. At the end of this process, there is a project gateway that allows the Council to either approve progression to the next RIBA stage and submission of the related planning application or to withdraw from the project completely. This decision is scheduled to be made at the end of September 2026. The current indicative project plan estimates construction works commencing in early 2027 and the project being completed in mid-April 2028. A project risk log has been created and although the majority of the identified risks are assessed as being low, the overall project risk level assessment is medium, which reflects that we are only in the early stages of the project and there is a level of uncertainty relating to definitive project costs and timescales, survey findings, and potential impacts linked to Local Government Reorganisation. |                 |                 |                                                                                                                                                                                                                              |             |
| <b>Milestone</b>                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Due Date</b> | <b>Complete</b> | <b>Note</b>                                                                                                                                                                                                                  |             |
| Feasibility Study report received.                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 31-Oct-2025     | Yes             | In 2025, the Council appointed Varsity Consulting to carry out a Feasibility Study for the development of a learner pool at Royston Leisure Centre, including draft indicative design proposals and estimated project costs. |             |
| Full Council approval of project budget - £4.752m.                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 26-Feb-2026     | Yes             |                                                                                                                                                                                                                              |             |
| First Project Board meeting.                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 31-Mar-2026     | Yes             |                                                                                                                                                                                                                              |             |
| Project Board approval to appoint Alliance Leisure as lead development partner up to the end of RIBA Stage 4 under the UK Leisure Framework. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 31-Mar-2026     | Yes             |                                                                                                                                                                                                                              |             |
| Commence combined RIBA Stage 2 and 3 (design development stage).                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 03-Jun-2026     | Yes             |                                                                                                                                                                                                                              |             |
| Combined RIBA Stage 2 and 3 completed.                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 30-Sep-2026     | No              |                                                                                                                                                                                                                              |             |
| RIBA Stage 3 Gateway.                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 30-Sep-2026     | No              | At the end of RIBA Stage 3, there is a project Gateway allowing the Council to withdraw from the project if it decides not to proceed.                                                                                       |             |
| Commence RIBA Stage 4 (technical design and pre-construction stage).                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 01-Oct-2026     | No              |                                                                                                                                                                                                                              |             |
| Submit planning application.                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 01-Oct-2026     | No              |                                                                                                                                                                                                                              |             |
| Cabinet approval to proceed to construction phase.                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 19-Jan-2027     | No              | Towards the end of RIBA Stage 4, we will receive a final contracting cost for the project and following review, we will seek Cabinet approval to proceed.                                                                    |             |
| Execute construction contract.                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 27-Jan-2027     | No              |                                                                                                                                                                                                                              |             |

| RIBA Stage 4 completed.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 27-Jan-2027 | No |                                                                                     |                |               |              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| Decision received on planning application.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 04-Feb-2027 | No |                                                                                     |                |               |              |
| Complete four-week construction mobilisation.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 23-Feb-2027 | No | Indicative date, as post current contract period.                                   |                |               |              |
| Commence works on site.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 24-Feb-2027 | No | Indicative date, as post current contract period.                                   |                |               |              |
| Complete handover of new learner pool.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 13-Apr-2028 | No | Indicative date, as post current contract period.                                   |                |               |              |
| Project completion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 14-Apr-2028 | No | Indicative date, as post current contract period.                                   |                |               |              |
| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |             |    | Risk Level                                                                          | Original Score | Current Score | Target Score |
| <b>Key risk areas:</b><br>1. As design develops, project costs escalate and exceed budget and contingency.<br>2. Programme delays occur during RIBA stages.<br>3. Delays in submitting the planning application and/or planning permission not being granted.<br>4. Surveys uncover unforeseen issues.<br>5. Disruption to existing leisure centre operations during works on site has reputational impacts.<br>6. NHC officer project responsibilities being in addition to usual day-to-day duties.<br>7. Project overruns.<br>8. Local Government Reorganisation creates resource pressures and delivery uncertainty, especially if key decision points are delayed. |             |    |  | 5              | 5             | 3            |

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|             | <b>Town Centres Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                 |                                                                                                                                                                                                                                             |             |
| <b>Council Plan Objective</b>                                                                | Responsible Growth (2024-28)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Due Date</b> | 22-Sep-2026     | <b>Original Date</b>                                                                                                                                                                                                                        | 31-Mar-2025 |
| <b>Project Summary</b>                                                                       | Progress development of an overarching Town Centres Strategy, including guidance on developing strategic plans for individual town centres.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                 |                 |                                                                                                                                                                                                                                             |             |
| <b>Latest Update</b>                                                                         | 27-Jul-2026 We appointed the previous consultants to help with the review/analysis of consultation responses and preparation of a final draft of the Strategy. We currently still expect the draft Strategy to go back to Cabinet for formal adoption in September 2026. Strategic Planning & Projects are working with the Enterprise Team to develop delivery options linked to the Economic Development Strategy adopted by Cabinet in September 2025. In view of the progress being made, the risk environment associated with this project is improving. However, the overall project risk level continues to be assessed as 'medium' for now, pending the continuation of timely progress and the formal adoption of the Town Centres Strategy by Cabinet. |                 |                 |                                                                                                                                                                                                                                             |             |
| <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 then reviewed wider evidence base for draft Strategy. This was published as supporting evidence base when consulting on the draft Town Centres 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.                                                                                                   |             |
| 4. Project Board review and approval of draft Town Centres Strategy.                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 15-Jul-2025     | Yes             | Presented the detailed overview and priorities for each of the town centres at the Project Board meeting on 15 July 2025. At this meeting, Project Board suggested the draft Strategy should be presented to PLB prior to going to Cabinet. |             |
| 5. Development and finalisation of draft Strategy.                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 15-Aug-2025     | Yes             | Consultants provided a first full draft of the Town Centres Strategy on 3 September 2025 for officer review and comment. Over the subsequent four weeks, further tweaks were made, and Section 4 (Delivery) was further developed.          |             |
| 6. Present draft Strategy to Political Liaison Board (PLB).                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 02-Sep-2025     | Yes             | Presented on 7 October 2025. PLB were happy with the draft Strategy on the basis that Section 4 (Delivery) was developed further. Working with stakeholders to develop an action plan formed part of the consultation process.              |             |
| 7. Present draft Strategy to Overview & Scrutiny Committee.                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 09-Sep-2025     | Yes             | Following Project Board approval of the draft Strategy and consultation approach, the draft Strategy was presented to O&S on 11 November 2025.                                                                                              |             |
| 8. Present details of draft Strategy, including guidance sections for each town, to Cabinet. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 23-Sep-2025     | Yes             | Draft Strategy presented to Cabinet on 19 November 2025. Cabinet endorsed and approved the Strategy for public consultation.                                                                                                                |             |
| 9. Consultation on draft Town Centres Strategy.                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 31-Jan-2026     | Yes             | Following the November 2025 Cabinet decision, an extended eight-week consultation took place over December 2025 and January 2026, ending on 30 January 2026. During this time, the draft Strategy was also presented to Community Forums.   |             |
| 10. Cabinet adopt Town Centres Strategy.                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 22-Sep-2026     | No              | On the Forward Plan (17 July 2026) to go to Cabinet in September 2026.                                                                                                                                                                      |             |

| Risks                                                                                                                                                                                    | Risk Level                                                                          | Original Score | Current Score | Target Score |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------|---------------|--------------|
| 1. Lack of available resource to produce and deliver identified strategies.<br>2. Lack of strategic direction leads to speculative development that undermines function of town centres. |  | 5              | 5             | 1            |

## Council Delivery Plan Q1 2026-27 Monitoring Report - Corporate Risks

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Risk Level                                                                          | Current Score | Target Score | Original Score |
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| <b><u>Resourcing</u></b><br><b>Risks:</b><br>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. Local Government Reorganisation (LGR) increases work pressures and also may affect staff recruitment and retention.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | 9             | 8            | 8              |
| <b><u>Financial Sustainability</u></b><br><b>Risks:</b><br>1. Funding reductions as a result of updates to the funding formula or data used.<br>2. Sales, fees, and charges income shortfalls, either due to rates not tracking inflation and/or reductions in demand.<br>3. Not able to make the required decisions to deliver budget savings required.<br>4. Increases in costs (reductions in income) as a result of inflationary increases, especially linked to inflationary pressures from the global political situation.<br>5. Uncertainty over levels of pay inflation required.<br>6. Local government reorganisation adds uncertainty to medium-term financial planning.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  | 7             | 5            | 9              |
| <b><u>Local Government Reorganisation and Devolution</u></b><br><b>Risks:</b><br>The Government published a White Paper and wrote to all Local Authorities, which required Local Authorities to work together to come up with a proposal that results in unitary rather than 2-tier Councils. It also sought a Strategic 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:<br>- The work to get to a proposal on a unitary structure (noting that proposal needs to be agreed across 11 Councils, although can include multiple options) is significant in terms of the negotiations needed. High additional workload for the collation of information and analysis to support that decision making process, across multiple workstreams with input from Chief Executive (workstream co-lead and co-ordination group), Directors (one as workstream lead) and others.<br>- If there is an inability to agree proposals, it may prolong the period above or lead to a structure being imposed upon Hertfordshire.<br>- Following approval of a new structure, further significant work required to move towards the implementation of that new structure.<br>- 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.<br>- 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). The Government have provided guidance that Councils should not make decisions that have negative consequences for new Unitary Councils but unclear how this would work in practice until Government publishes further details as part of a Structural Changes Order.<br>- Under the new Unitary Council(s), some current district services may have to be curtailed e.g., in order to help fund social care.<br>- Ensuring that the views of stakeholders continue to be heard during the transition process and within the new structure. |  | 9             | 5            | 9              |

| Risks                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Risk Level                                                                          | Current Score | Target Score | Original Score |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------|--------------|----------------|
| <p><b><u>Cyber Risks</u></b><br/> <b>Risks:</b><br/> Prolonged widespread disruption to/failure of IT infrastructure/systems.<br/> Possible causes:<br/> - Deliberate and unauthorised breaches of security e.g., ransomware, denial of service.<br/> - Unintentional/accidental breaches of security e.g., action of individual staff/Members.<br/> - Weakness/failure of essential IT infrastructure e.g., loss of internet access.<br/> - 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.<br/> Leading to:<br/> - Inability to deliver services/projects.<br/> - Unbudgeted costs to enable recovery.<br/> - Reputational damage.</p> |  | 8             | 8            | 8              |