



# Hemel Hempstead Town Centre Masterplan

Consultation Statement

# Contents

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## 1. Introduction

## 2. Timeline

- Appendix 1 Charette Consultee invitations and list of Consultees
- Appendix 2 Charette Agenda, Charette Report and list of attendees
- Appendix 3 Stakeholder workshop - (Charette 2) Consultee invitations and list of Consultees
- Appendix 4 Stakeholder workshop - (Charette 2) Agenda, Stakeholder workshop - (Charette 2) report and list of attendees
- Appendix 5 List of Steering group members
- Access & Movement
  - Major Land Use
  - Urban Design
- Appendix 6 Notice advertising publication of Hemel Evolution consultation
- Appendix 7 Hemel Evolution exhibitions at Marlowes Centre
- Appendix 8 Posters, leaflets and questionnaire from exhibitions at Marlowes Centre
- Appendix 9 Summary of results of survey and additional comments
- Appendix 10 Cabinet Reports and evidential papers
- Appendix 11 Extracts from Cabinet Decision Sheet
- Appendix 12 Notice advertising 6 week consultation 15<sup>th</sup> August – 25<sup>th</sup> September
- Appendix 13 Sustainability Appraisal - July 2012
- Appendix 14 Final Hemel Hempstead Town Centre Masterplan
- Appendix 15 Consultation Analysis with reasoned DBC decisions

# Consultation Statement

- 1.1 This Consultation Statement accompanies the draft Hemel Hempstead Town Centre Masterplan.
- 1.2 The Statement conforms with Dacorum Borough Council's Statement of Community Involvement (October 2006) and has been prepared in accordance with Regulation 12 of the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 1.3 Regulation 12 relates to public participation for Supplementary Planning Documents (SPD) and sets out the requirements for public consultation on draft SPDs. It also sets out a requirement to prepare a consultation statement setting out:
  - (i) the persons the local planning authority consulted when preparing the supplementary planning document;
  - (ii) a summary of the main issues raised by those persons; and
  - (iii) how those issues have been addressed in the supplementary planning document;
- 1.4 This Consultation Statement sets out how relevant stakeholders and the wider community have been involved in the production of the Masterplan.

# 1. Introduction

Hemel Hempstead Town Centre was established in the 1950s and 1960s as part of the Masterplan for Hemel Hempstead New Town. The centre is linear in form and runs north to south along the valley floor. The main shopping area was remodelled in the 1990s to include a pedestrianised area along the Marlowes with an indoor shopping centre. Service yards flank the Marlowes to the east and west.

With the exception of Riverside - a mid 2000s retail led development in the main shopping areas - the town centre is largely out-dated. On the whole it is failing to reach its economic potential. There is also a notable lack of pride in the area.

A key aspiration of the Council is to enhance the quality of offer and environment of Hemel Hempstead Town Centre. The Council is focused on revitalising the town centre with the ultimate goal of increasing its prosperity and celebrating and conserving its heritage for future generations.

The Council has begun to take the lead in moving the vision forward by setting out its key proposals in a leaflet entitled "Hemel Evolution". The aim is to rejuvenate the seven town centre character zones and kick start extensive regeneration.

The Hemel Hempstead Town Centre Masterplan is a major new step towards the achievement of the Council's goals. It provides a vision to 2031 and will guide town centre's regeneration over the next ten years.

In the course of developing this Masterplan the Council has consulted extensively with key stakeholders including representatives of local businesses, landowners, organisations, community groups and relevant Officers from Dacorum Borough Council and Herts. County Council. Their input has helped identify key issues, aims and objectives, and refine emerging strategies. We would like to thank all parties who have engaged in the consultation process for their valued contributions.

The Council are encouraged by the strategies set out in this Masterplan and eagerly anticipate the evolution of Hemel Hempstead town centre into a vibrant place where people want to shop, work, live, learn and visit. In order to achieve this Dacorum Borough Council has taken the lead in the regeneration of Hemel Hempstead town centre and has produced this Masterplan.

The following information evidences the actions and consultations undertaken during the preparation of the Town Centre Masterplan.

## 2. TIMELINE OF PLAN

<b>19<sup>th</sup> October 2010</b>	Strategy of incremental regeneration based around a comprehensive Town Centre Masterplan agreed by Cabinet
<b>25<sup>th</sup> January 2011</b>	Charette takes place with key consultees
<b>February 2011</b>	Charette report accessed
<b>29<sup>th</sup> March 2011</b>	Scope of Town Centre Masterplan agreed by Cabinet
<b>November 2011</b>	Steering groups created and key studies undertaken <ul style="list-style-type: none"><li>• Major Land Use/Economy</li><li>• Access and Movement</li><li>• Urban design</li></ul>
<b>29<sup>th</sup> November 2011</b>	Approval of phase one programme of Town Centre regeneration including development of a new Public Service Quarter
<b>19<sup>th</sup> January 2012</b>	Stakeholder Workshop (Charette 2) takes place with key consultees
<b>February 2011</b>	Charette report accessed
<b>20<sup>th</sup> April 2012</b>	Press release circulated for Hemel Evolution public consultation event
<b>24<sup>th</sup> April 2012</b>	Approval of Gade Zone Planning Statement by Cabinet. Approach agreed by Cabinet for development of the Civic Centre and College sites to deliver a new food store and a new college building
<b>3<sup>rd</sup>/5<sup>th</sup> May 2012</b>	Hemel Evolution Public Consultation Event and Water Gardens 50 <sup>th</sup> anniversary exhibition
<b>24<sup>th</sup> July 2012</b>	Consideration of Hemel Hempstead Town Centre Masterplan draft report by Cabinet
<b>15<sup>th</sup> Aug-25<sup>th</sup> Sept</b>	6 week consultation and one day manned exhibition
<b>October 2012</b>	Consultation responses collated and assessed
<b>28<sup>th</sup> November 2012</b>	Consideration of Hemel Hempstead Town Centre Masterplan final report by Cabinet

**APPENDIX 1**

**CHARETEE CONSULTEE INVITATIONS AND LIST OF CONSULTEES**

Date: 6 December 2010  
Your Ref.  
Our Ref: 7.17  
Contact: Nathalie Bateman  
E-mail: strategic.planning@dacorum.gov.uk  
Direct line: 01442 228592  
Fax: 01442 228771

Mr. Russell Barrow



Civic Centre  
Hemel Hempstead  
HP1 1HH

(01442) 228000 Switchboard  
(01442) 228656 Minicom  
DX 8804 Hemel Hempstead

Dear Mr. Barrow,

## Hemel Hempstead Town Centre Masterplan Charette

**Date :** 25th January 2011,  
10.00am to 16.00pm  
**Venue:** Felden Lodge, Hemel Hempstead

We would like to invite you to a Charette to discuss and help prepare a future planning strategy for Hemel Hempstead town centre.

This Charette will capture vital information to inform the Town Centre Masterplan which will provide an overarching framework for development in the town centre. The Masterplan will be adopted as a Supplementary Planning Document and will play an important role in helping to decide which land is developed for different uses or protected from development, and which distinctive characteristics we should try to preserve and enhance.

The Charette will be run with the aid of design enablers from Inspire East/Cabe and Dacorum Borough Council. The enablers will help to facilitate discussions on: Urban Design: built and public realm; a sustainable economy and low carbon design; and sustainable access and movement. A range of business, environmental, and social and community representatives, and landowners have been invited together with Officers from Dacorum Borough Council and Hertfordshire County Councils.

There are limited places at the Charette and attendance is by invitation only. Please e-mail or phone to confirm your wish to attend by **Friday 17<sup>th</sup> December**. Refreshments and lunch will be provided. If however you are unable to attend, please pass this letter on to someone who can represent your organisation's views.

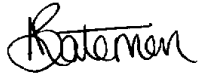
Further information regarding the structure of the Charette will be sent out to attendees in late December/early January.



INVESTOR IN PEOPLE

If you have any special dietary requirements please let me know by Monday 17<sup>th</sup> January. We look forward to seeing you on 25<sup>th</sup> January.

Kind regards

A handwritten signature in black ink that reads "Bateman". The signature is written in a cursive style with a large initial 'B'.

Nathalie Bateman  
Strategic Planning and Regeneration

Yours sincerely,  
**Mrs. Nathalie Bateman,**  
**Strategic Planning and Regeneration**



Date: 11 January 2011  
Your Ref.  
Our Ref: 7.17  
Contact: Nathalie Bateman  
E-mail: strategic.planning@dacorum.gov.uk  
Direct line: 01442 228592  
Fax: 01442 228771



Civic Centre  
Hemel Hempstead  
HP1 1HH

(01442) 228000 Switchboard  
(01442) 228656 Minicom  
DX 8804 Hemel Hempstead

Dear,

## **Hemel Hempstead Town Centre Masterplan Charette; Further Information**

**Date :** 25th January 2011,  
**Time:** 09.45 to 16.00  
**Venue:** Felden Lodge, Hemel Hempstead

Thank you for responding to our invitation and taking the time to commit to the Town Centre Masterplan Charette, which is being run with the help and support of Inspire East and Cabe design enablers.

The following information will give you an idea of what topic areas will be covered, which topic area you will be expected to provide input into and what questions you need to consider **before** the event, particularly if you are representing an organisation.

The three topic areas we will be covering on the day include 'Design', 'Economy' and 'Access and Movement' and we have endeavoured to slot you into an appropriate topic group. As a result, you will be part of the topic group on Design and you will consider issues surrounding:

- Buildings;
- Public Realm;
- Green Infrastructure; and
- Sustainable Development.

Please be able to express your views or your organisation's views on the following key questions which will be an important part of the event:

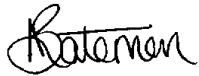
1. *What sort of town centre do we have?*
2. *What sort of town centre do we want?*
3. *What are our strengths and opportunities?*
4. *How do we make the changes we need?*



INVESTOR IN PEOPLE

We look forward to seeing you on 25<sup>th</sup> January.

Yours sincerely,

A handwritten signature in black ink that reads "Bateman". The signature is written in a cursive style with a large initial 'B'.

**Mrs. Nathalie Bateman,  
Strategic Planning and Regeneration**

### ***List of Consultees***

<b>Confirmed Attendance</b>	<b>Title</b>	<b>Name</b>	<b>Surname</b>	<b>Company/Organisation</b>	<b>Attending event</b>	<b>Email</b>
0	Mrs.	Nathalie	Bateman	DBC	Yes	
0	Mr.	Colin	Black	Inspire East	Yes	-
0	Mrs	Tara	Clark	EDO, DBC	Yes	
0	Mr.	Dan	Durrant	Inspire East	Yes	<a href="mailto:DanielDurrant@eeda.org.uk">DanielDurrant@eeda.org.uk</a>
0	Mr.	Richard	Eastham	Inspire East	Yes	-
0	Mrs	Heather	Overhead	Dacorum Borough Council	Yes	
1	Mr.	Riccardo	Bobisse	JMP Consultants for Marlowes Shopping Zone	Yes	<a href="mailto:Riccardo.Bobisse@jmp.co.uk">Riccardo.Bobisse@jmp.co.uk</a>
1	Mr	Elliott	Brooks	CMT	Yes	<a href="mailto:Elliott.brooks@dacorum.gov.uk">Elliott.brooks@dacorum.gov.uk</a>
1	Ms.	Melanie	Challis	Environment Agency	Yes	<a href="mailto:melanie.challis@environment-agency.gov.uk">melanie.challis@environment-agency.gov.uk</a>
1	Mr.	Nigel	Dent	LCDI	Yes	<a href="mailto:nigeldent@lcdi.org.uk">nigeldent@lcdi.org.uk</a>
1	Mr.	John	Fannon	DM and Building Control Manager	Yes	<a href="mailto:john.fannon@dacourm.gov.uk">john.fannon@dacourm.gov.uk</a>
1	Mr	Paul	Harris	Foe Hemel Hempstead & District	Yes	<a href="mailto:she_d@hotmail.com">she_d@hotmail.com</a>
1	Mr.	David	Mahon	Hemel Hempstead Police Station	Yes	<a href="mailto:david.mahon@herts.pnn.police.uk">david.mahon@herts.pnn.police.uk</a>
1	Mrs	Lizzy	Staincliffe	Sustainable Development Officer	Yes	<a href="mailto:lizzy.staincliffe@dacorum.gov.uk">lizzy.staincliffe@dacorum.gov.uk</a>
2	Mr	Nigel	Brooke	V4 Services	Yes	<a href="mailto:nigel.brooke1@ntlworld.com">nigel.brooke1@ntlworld.com</a>
2	Mrs.	Claire	Covington	Dacorum Borough Council	Yes	<a href="mailto:claire.covington@dacorum.gov.uk">claire.covington@dacorum.gov.uk</a>
2	Mr	George	Edkins	Hightown Praetorian Housing assn	Yes	<a href="mailto:george.edkins@hpcha.org.uk">george.edkins@hpcha.org.uk</a>

2	Mrs.	Yvonne	Edwards	DM Officer	Yes	<a href="mailto:yvonne.edwards@dacorum.gov.uk">yvonne.edwards@dacorum.gov.uk</a>
2	Mr.	Mark	Gaynor	Director of Housing and Regeneration	Yes	<a href="mailto:mark.gaynor@dacorum.gov.uk">mark.gaynor@dacorum.gov.uk</a>
2	Mr	Ian	Potter	Herts Police Estates Dept.	Yes	<a href="mailto:ian.potter@herts.pnn.police.uk">ian.potter@herts.pnn.police.uk</a>
2	Mr	Ian	Richardson		Yes	<a href="mailto:ianrichardson@boxmoortrust.org.uk">ianrichardson@boxmoortrust.org.uk</a>
2	Mr	Julian	Groves	College	Yes	<a href="mailto:julian.groves@westherts.ac.uk">julian.groves@westherts.ac.uk</a>
3	Mr	George	Barnes	Knight Frank	Yes	<a href="mailto:george.barnes@knightfrank.com">george.barnes@knightfrank.com</a>
3	Ms	Joanna	Hall	Riverside Shopping Centre Manager	Yes	<a href="mailto:joanna.hall@mjmapp.com">joanna.hall@mjmapp.com</a>
3	Mr.	David	Hughes	HCC (Key Sites and Regeneration)	Yes	<a href="mailto:david.hughes@hertsc.gov.uk">david.hughes@hertsc.gov.uk</a>
3	Mr	Tim	Johnson	Salvation Army HH Corps	Yes	<a href="mailto:tim.johnson@salvationarmy.org.uk">tim.johnson@salvationarmy.org.uk</a>
3	Mrs.	Kate	Lang	Dacorum Borough Council	Yes	<a href="mailto:kate.lang@dacorum.gov.uk">kate.lang@dacorum.gov.uk</a>
3	Ms	Christa	Masters	Montagu-evans	Yes	<a href="mailto:christa.masters@montagu-evans.co.uk">christa.masters@montagu-evans.co.uk</a>
3	Cllr	Michael	Moore	Hemel Hempstead Town	Yes	<a href="mailto:michael.moor@dacorum.gov.uk">michael.moor@dacorum.gov.uk</a>
3	Mr.	Andy	Morris	Quarterbridge	Yes	<a href="mailto:andy.morris@quarterbridge.co.uk">andy.morris@quarterbridge.co.uk</a>
3	Mrs.	Chris	Taylor	GM Strategic Planning and Regeneration	Yes	<a href="mailto:christ.taylor@dacorum.gov.uk">christ.taylor@dacorum.gov.uk</a>
4	Mr.	Mike	Evans	Property Services	Yes	<a href="mailto:mike.evans@dacorum.gov.uk">mike.evans@dacorum.gov.uk</a>
4	Ms	Alison	Ford	Jobcentre plus	Yes	<a href="mailto:alison.ford@jobcentreplus.gsi.gov.uk">alison.ford@jobcentreplus.gsi.gov.uk</a>
4	Mr	Bernard	Giraud	Town Centre Partnership	Yes	<a href="mailto:bernard.giraud@whitbread.com">bernard.giraud@whitbread.com</a>
4	Mrs.	Pam	Halliwell	DBC	Yes	<a href="mailto:pam.halliwell@dacorum.gov.uk">pam.halliwell@dacorum.gov.uk</a>
4	Ms.	Elspeth	Hamilton	Hertfordshire partnership Foundation	Yes	<a href="mailto:elspeth.hamilton@hertspartsft.nhs.uk">elspeth.hamilton@hertspartsft.nhs.uk</a>
4	Ms	Michelle	Harris	Dandarra	Yes	<a href="mailto:miharris@dandara.com">miharris@dandara.com</a>
4	Mr	Guy	Ingham	Knight Frank	Yes	<a href="mailto:guy.ingham@knightfrank.com">guy.ingham@knightfrank.com</a>
4	Ms	Sue	Prowse	Dacorum Borough Council	Yes	<a href="mailto:sue.prowse@dacorum.gov.uk">sue.prowse@dacorum.gov.uk</a>
4	Mr	Vince	Williams	Marlowes Shopping Centre Manager	Yes	<a href="mailto:manager@themarlowes.co.uk">manager@themarlowes.co.uk</a>
4	Mr.	Matthew	Wood	HCC CORPORATE SEVICES	Yes	<a href="mailto:matthew.wood@hertsc.gov.uk">matthew.wood@hertsc.gov.uk</a>
5	Ms	Jenny	Applestone	HCC -PTU	Yes	<a href="mailto:jenny.applestone@hertsc.gov.uk">jenny.applestone@hertsc.gov.uk</a>
5	Mr.	James	Dale	HCC Highways	Yes	<a href="mailto:james.dale@hertsc.gov.uk">james.dale@hertsc.gov.uk</a>

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5	Cllr	Stephen	Holmes	Portfolio Holder for Planning and Regeneration	Yes	<a href="mailto:stephen.holmes@dacorum.gov.uk">stephen.holmes@dacorum.gov.uk</a>
5	Ms	Tobi	Manikin	Diverse HR Solutions	Yes	<a href="mailto:tobi@diversehrsolutions.com">tobi@diversehrsolutions.com</a>
5	Cllr	Andrew	Williams	Dacorum Borough Council Cabinet	Yes	<a href="mailto:andrew.williams@dacorum.gov.uk">andrew.williams@dacorum.gov.uk</a>
5	Miss	Laura	Wood	Dacorum Borough Council	Yes	<a href="mailto:laura.wood@dacorum.gov.uk">laura.wood@dacorum.gov.uk</a>
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	Ms	Jacqui	Bunce	East & North Herts & West Herts PCTs		<a href="mailto:jacqui.bunce@herts-pcts.nhs.uk">jacqui.bunce@herts-pcts.nhs.uk</a>
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	Mr.	Jim	Guiton	DBC		<a href="mailto:jim.guiton@dacorum.gov.uk">jim.guiton@dacorum.gov.uk</a>
	Mr	Roger	Hands	Boxmoor Trust	No	-
	Ms	Mary	Hannington	Guinness Partnership		
	Mr	Alan	Harris	HM Courts	No	<a href="mailto:alan.harris@hncourts-service.gsi.gov.uk">alan.harris@hncourts-service.gsi.gov.uk</a>

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	Mr.	Martin	HICKS	Herts Biological Records Centre		-
	Ms	Jean	Holmes	HCC Libraries		-
	Mr.	Mike	Jarrett	Herts Highways		<a href="mailto:mike.jarrett@hertshighways.org.uk">mike.jarrett@hertshighways.org.uk</a>
	Mr	Nigel	Kippin			<a href="mailto:nigel.kippin@uk.ngrid.com">nigel.kippin@uk.ngrid.com</a>
	Ms	Alison	Laing	Paradigm Housing		
	Ms	Simone	Marsberg	Aldwick Housing Association		
	Ms	Sally	Marshall	CMT		<a href="mailto:Sally.marshall@dacorum.gov.uk">Sally.marshall@dacorum.gov.uk</a>
	Mr.	Clive	Matthews	Community Safety and Crime Reduction Unit		-
	Ms	Nicky	McHugh			<a href="mailto:nicky.mchugh@thameswater.co.uk">nicky.mchugh@thameswater.co.uk</a>
	Mr	Peter	Merchant	Paradigm Housing		
	Ms	Louise	Miller	CMT		<a href="mailto:Louise.miller@dacorum.gov.uk">Louise.miller@dacorum.gov.uk</a>
	Ms	Yvonne	Mills	Affinity Sutton		
	Ms	Janice	Milsom	CMT		<a href="mailto:Janice.Milsom@dacorum.gov.uk">Janice.Milsom@dacorum.gov.uk</a>
	Ms	Anne	Nicodemus		No	<a href="mailto:anne.nicodemus@hertscg.gov.uk">anne.nicodemus@hertscg.gov.uk</a>
	Mr.	Sanjay	Patel	Herts Highways		<a href="mailto:sanjay.patel@hertshighways.org.uk">sanjay.patel@hertshighways.org.uk</a>
	Mr	Philip	Pearson			<a href="mailto:philip.pearson@hca.gsx.gov.uk">philip.pearson@hca.gsx.gov.uk</a>
	Mr	Michael	Pryce			<a href="mailto:michael.pryce@herts.pnn.police.uk">michael.pryce@herts.pnn.police.uk</a>
	Rev.	John	Quill	Church of England		<a href="mailto:john@johnquill.co.uk">john@johnquill.co.uk</a>
	Mr	Graham	Richardson	Hemel Hempstead Community Church		-
	Mrs.	Muriel	Richardson	Jobcentreplus	No	<a href="mailto:muriel.richardson@jobcentreplus.gsi.gov.uk">muriel.richardson@jobcentreplus.gsi.gov.uk</a>
	Ms	Jackie	Rose	Homes and Communities Agency		<a href="mailto:jackie.rose@hca.gsx.gov.uk">jackie.rose@hca.gsx.gov.uk</a>
	Ms	Elizabeth	Rushton	West Herts College		<a href="mailto:elizabeth.rushton@westherts.ac.uk">elizabeth.rushton@westherts.ac.uk</a>
	Rev.	Norman	Spink	Churches Together		<a href="mailto:lpchh@tiscali.co.uk">lpchh@tiscali.co.uk</a>
	Mr	David	Steedman	Guinness Partnership		
	Mrs.	Julie	Still	DBC (residents,neighbourhoods)		<a href="mailto:julie.still@dacorum.gov.uk">julie.still@dacorum.gov.uk</a>

	Ms	Annette	Thorpe			<a href="mailto:annette.thorpe@bt.com">annette.thorpe@bt.com</a>
	Cllr	Nicholas	Tiley	Dacorum Borough Council Cabinet	<b>No</b>	<a href="mailto:nicholas.tiley@dacorum.gov.uk">nicholas.tiley@dacorum.gov.uk</a>
	Mr	Philip	Walker	Brasier Freeth (Commerical Agent)		<a href="mailto:philip.walker@brasierfreeth.com">philip.walker@brasierfreeth.com</a>
	Ms	Sarah	Wiles	West Herts Hospitals		-
	Mr	John	Wood			<a href="mailto:john.wood@hertsc.gov.uk">john.wood@hertsc.gov.uk</a>
	Mr	Peter	Wright	Herts Highways		<a href="mailto:peterwright@hertshighways.org.uk">peterwright@hertshighways.org.uk</a>
	Cllr	Rob	Wright	Hemel Hempstead Town		<a href="mailto:rob.wright@dacorum.gov.uk">rob.wright@dacorum.gov.uk</a>
	Cllr	Colette	Wyatt-Lowe	Dacorum Borough Council Cabinet		<a href="mailto:colette.wyatt-low@dacorum.gov.uk">colette.wyatt-low@dacorum.gov.uk</a>
	Mr	Daniel	Zammit	CMT		<a href="mailto:daniel.zammit@dacorum.gov.uk">daniel.zammit@dacorum.gov.uk</a>
	-	The Manager		Marlowes Health Centre		-

**APPENDIX 2**

**CHARETTE AGENDA, CHARETTE REPORT AND LIST OF ATTENDEES**



# Charette Structure

## 25<sup>th</sup> January

Group 1 and 2 Facilitators – NB/ DD? Scribe – CC/LS	Group 3 and 4 Facilitator – HO/ TC Scribe – KL/PH	Group 5 Facilitator – CB Scribe – LW
<b>Theme – Design:</b> <ul style="list-style-type: none"> <li>• Buildings</li> <li>• Public Realm</li> <li>• Green Infrastructure</li> <li>• Sustainable Development</li> </ul>	<b>Theme – Economy:</b> <ul style="list-style-type: none"> <li>• Retail &amp; Commercial</li> <li>• Community Infrastructure</li> <li>• Investors</li> <li>• Sustainable Development</li> </ul>	<b>Theme - Access &amp; Movement:</b> <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Public Transport</li> <li>• Streets, Roads and footpaths</li> </ul>
<b>Welcome, introduction and presentation</b> (10 – 10.50)		
<b>Session 1 (10.50 – 11.15)</b>		
<b>What sort of town centre do we have?</b>  From the themed perspective consider: <ul style="list-style-type: none"> <li>• Existing uses</li> <li>• SWOT</li> </ul>		
<b>Tea + Feedback</b>		
<b>Session 2 (11.45 – 12.15)</b>		
<b>What sort of town centre do we want?</b>  From the themed perspective consider: <ul style="list-style-type: none"> <li>• Future uses</li> <li>• Priorities</li> </ul>		
<b>Feedback + Lunch</b>		
<b>Short Presentation on the zones and expectations for the afternoon</b> (13.15 – 13.30)		
<b>Session 3 (13.30 – 14.10)</b>		
<b>What are our strengths and opportunities?</b>  From the themed perspective: <ul style="list-style-type: none"> <li>• Consider SaOs for development in the Gade Zone</li> <li>• Consider SaOs for development in other zones in less detail               <ul style="list-style-type: none"> <li>• Consider overarching SaOs</li> </ul> </li> </ul>		
<b>Feedback</b>		

**Session 4 (14.30 – 15.10)**

**How do we make the changes we need?**

- Consider ways to maximise the strengths identified
- Consider ways to deliver the opportunities identified
  - Prioritise work required

**Tea + Feedback**

**Session 5 (15.40 – 16.00)**

**Next Steps**

**Close**



# Hemel Hempstead Master Plan Charette

Report on the participatory workshop event held  
on 25.01.11 at Felden Lodge, Hemel Hempstead

February 2011



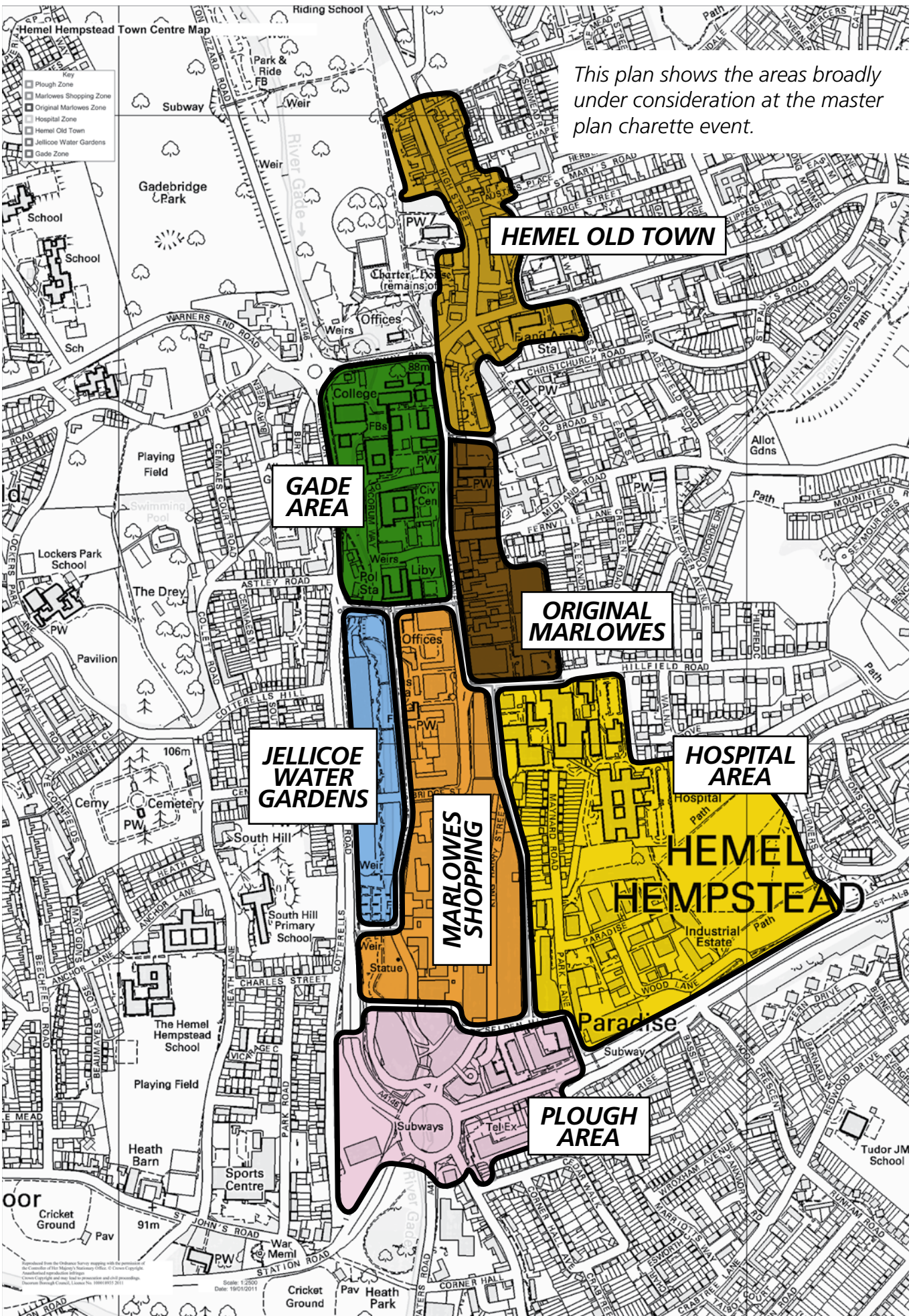
# **Hemel Hempstead** Master Plan Charette

Report on the participatory workshop event held  
on 25.01.11 at Felden Lodge, Hemel Hempstead

February 2011



This plan shows the areas broadly under consideration at the master plan charette event.



**Hemel Hempstead Town Centre Map**

Key

- Plough Zone
- Marlowes Shopping Zone
- Original Marlowes Zone
- Hospital Zone
- Hemel Old Town
- Jellicoe Water Gardens
- Gade Zone

**HEMEL OLD TOWN**

**GADE AREA**

**ORIGINAL MARLOWES**

**JELICOE WATER GARDENS**

**MARLOWES SHOPPING**

**HOSPITAL AREA**

**HEMEL HEMPSTEAD**

**PLOUGH AREA**

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Scale: 1:2500  
Date: 19/01/2011

## About this report

This report has been produced by Inspire East as a record of some of the key themes and ideas that emerged from the master plan charette, held in the town in January 2011. It does not seek to make any firm proposals nor does it try to set out any confirmed way forward for a master plan for Hemel Hempstead. Instead, it should be considered an input to the ongoing master planning process.

The charette event was designed to stimulate ideas, listen to a range of voices and views and develop a momentum that will help sustain the subsequent stages of the master planning process. This report should be seen as a continuation of this.

## Master Plan Charette — 25.01.11

The workshop was structured around four key questions and these are reflected in the structure of this short report. They were as follows:

**01 What sort of town do we have?**

**02 What sort of town do we want?**

**03 What are our strengths and opportunities?**

**04 How do we make the changes we need?**

Using some simple graphics, the report then sets out some of the key design ideas and thinking that can be used to inform subsequent stages of the master planning process:

**05 Design principles and strategies**

**06 Conclusions and next steps**

**APPENDIX List of workshop participants**

**For more information, please contact:**

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*Daniel Durrant* +44 (0) 1223 484638 *Inspire East*

*Richard Eastham* +44 (0) 1202 548676 *Feria Urbanism (on behalf of Inspire East)*

*Colin Black* +44 (0) 1732 783500 *Contemporary Transport (on behalf of Inspire East)*

*Faye Tomlinson* +44 (0) 20 7070 6700 *Commission for Architecture and the Built Environment*

## 01 What sort of town do we have?

**//** There are some good examples of 1960s design such as the Civic Centre and Bank Court, these do give us a sense of identity **//**

**//** The 'magic roundabout' is quite iconic but it does create a poor pedestrian environment **//**

**//** Boxmoor area is lovely but often not seen as being part of Hemel Hempstead **//**

**//** We have lots of car parking, which is great but walking around the town isn't as easy as it could be **//**

**Every group felt the Water Gardens were a prize asset for the town but more could be done to celebrate them**

**//** There are interesting artworks dotted about the town, a legacy of the 1960s design **//**

**//** The under-utilised Market Square provides a great redevelopment opportunity **//**



**“It’s a long walk from the riverside parks to the Old Town — how can we make this feel shorter?”**



**“We don’t have many independent retailers — we are a bit of a clone town”**



**“There are some relatively wealthy residents here but they tend to spend their money in other towns”**



**“The Old Town is buzzing at night”**

**“The original town plan by Sir Geoffrey Jellicoe (1900–1996) was brilliant but it has not really been looked after”**





02 What sort of town do we want?

**//The Dutch have a tradition of effectively integrating buildings with water//**

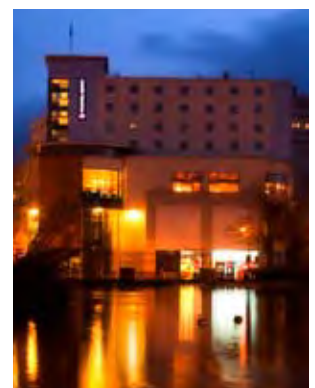


**//Contemporary bus stations, such as those in Bury, Norwich and Oldham can be architecturally striking and also offer retail and civic uses as part of their design //**



**//Water gardens are at their best when associated with high quality development //**

**//Buildings, water and light can be a potent combination //**



Images used at the charette held at Felden Lodge on 25.01.11

02 What sort of town do we want?



**// We want a place that makes the best of the water //**



**// We want a place with history but our Old Town is disconnected from the the New Town //**



**// We want to embrace modern design, as reflected in our New Town status //**



*Images from the charette held at Felden Lodge on 25.01.11*

02 What sort of town do we want?



**// Milton Keynes Hub is a great example of vibrant new mixed-use //**

**// Florence has the ability to delight at every turn //**



**// High Wycombe library has become a real focus for the community //**



**// Welwyn Garden City celebrates green space brilliantly //**

**// The St Albans Market brings the high street to life //**



Images generated at the charette held at Felden Lodge on 25.01.11

## 02 What sort of town do we want?



**// Berkhamsted is a high quality place because of its healthy and lively high street environment //**



**// Bruges has a fine network of lanes and streets, linked with water //**



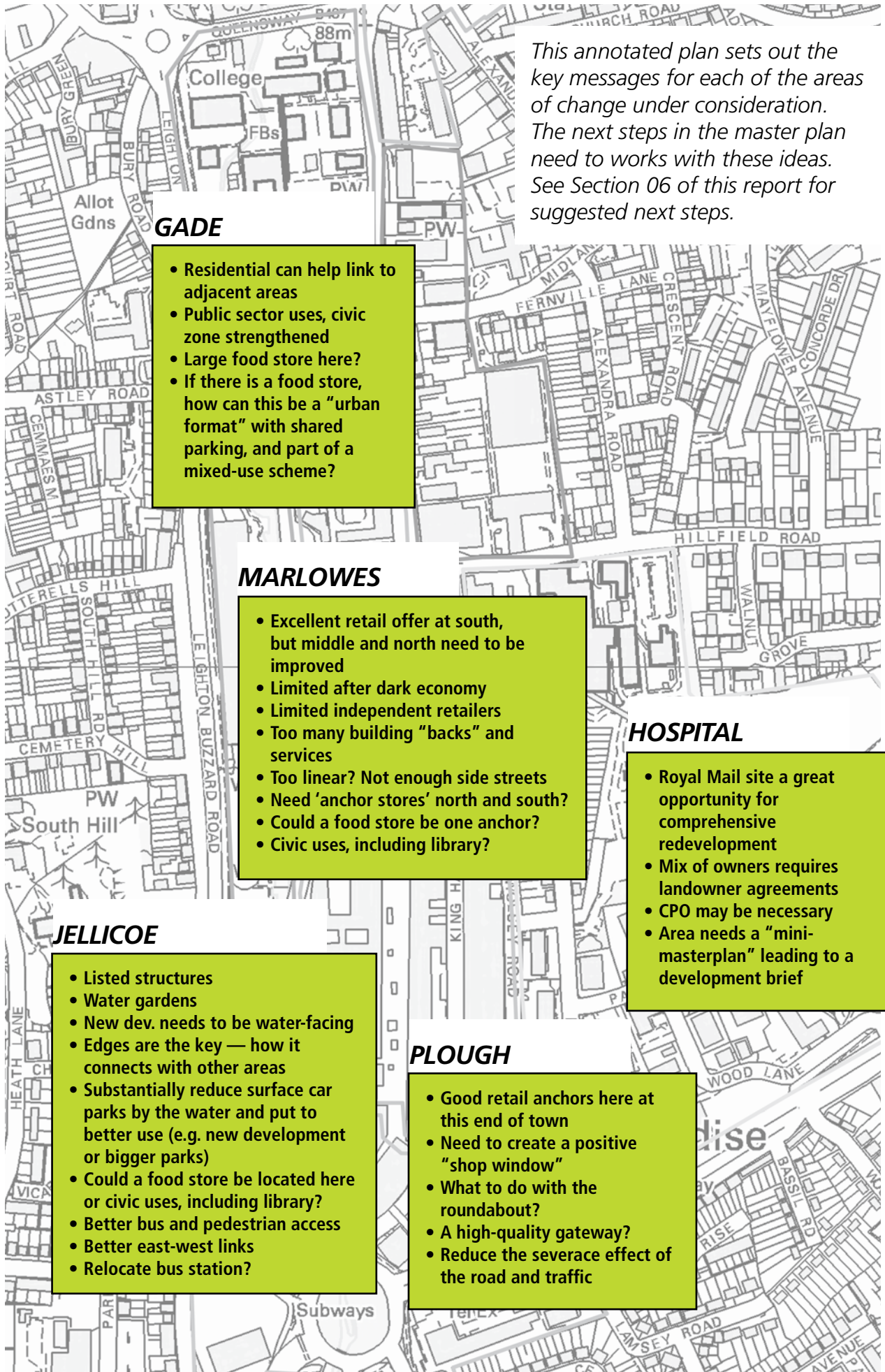
**// Oxford has a mix of pedestrianisation and bus access on Cornmarket that works well //**



**// Winchester uses its green space in a really productive way, linking it with architecture //**

*Images generated at the charette held at Felden Lodge on 25.01.11*

03 What are our strengths and opportunities?



*This annotated plan sets out the key messages for each of the areas of change under consideration. The next steps in the master plan need to work with these ideas. See Section 06 of this report for suggested next steps.*

**GADE**

- Residential can help link to adjacent areas
- Public sector uses, civic zone strengthened
- Large food store here?
- If there is a food store, how can this be a "urban format" with shared parking, and part of a mixed-use scheme?

**MARLOWES**

- Excellent retail offer at south, but middle and north need to be improved
- Limited after dark economy
- Limited independent retailers
- Too many building "backs" and services
- Too linear? Not enough side streets
- Need 'anchor stores' north and south?
- Could a food store be one anchor?
- Civic uses, including library?

**HOSPITAL**

- Royal Mail site a great opportunity for comprehensive redevelopment
- Mix of owners requires landowner agreements
- CPO may be necessary
- Area needs a "mini-masterplan" leading to a development brief

**JELICOE**

- Listed structures
- Water gardens
- New dev. needs to be water-facing
- Edges are the key — how it connects with other areas
- Substantially reduce surface car parks by the water and put to better use (e.g. new development or bigger parks)
- Could a food store be located here or civic uses, including library?
- Better bus and pedestrian access
- Better east-west links
- Relocate bus station?

**PLOUGH**

- Good retail anchors here at this end of town
- Need to create a positive "shop window"
- What to do with the roundabout?
- A high-quality gateway?
- Reduce the severance effect of the road and traffic

**GADE**

- New Civic works over the next one to five years
- Develop new residential uses over the next five years and beyond
- Understand more about reduced space needs of the Police to optimise site
- Anchor food store, in or out? The answer is critical to the area's future and to its neighbours

*The workshop suggested ways of making the changes needed. These include specific techniques or mechanisms that may be required on an area by area basis and are set out here.*

**MARLOWES**

- Rebalance the economy between evening and day time
- Detailed site testing for market square site
- Strong design code needed to provide a context for existing modern buildings

**HOSPITAL**

- Memorandum of understanding over next year
- Mini-master plan over next two years
- Site specific dev. briefs over next three years
- Break ground within five years
- Is this too ambitious?

**JELlicoe**

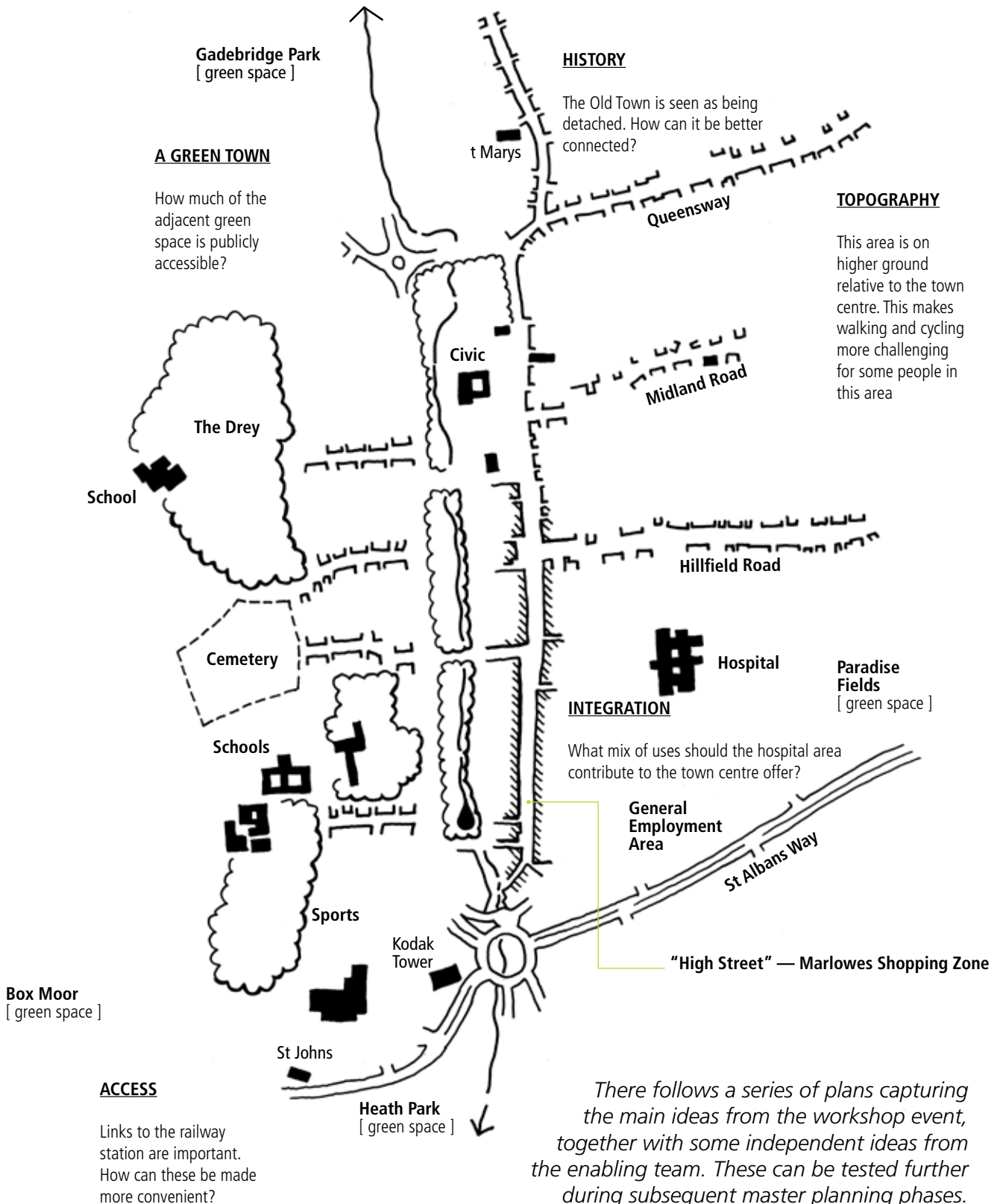
- Community volunteer and "Big Society" to look after water gardens?
- Move bus station adjacent to Leighton Buzzard Road? More accessible; frees up valuable land
- Reduce surface car parks

**PLOUGH**

- Better gateway
- Preference for surface level crossings, esp. at night

# The ingredients of place

This "New" Town is maturing and has an established infrastructure of built and green forms that comprise the town today. The master plan should seek to actively manage and promote positive change through careful interventions over time.



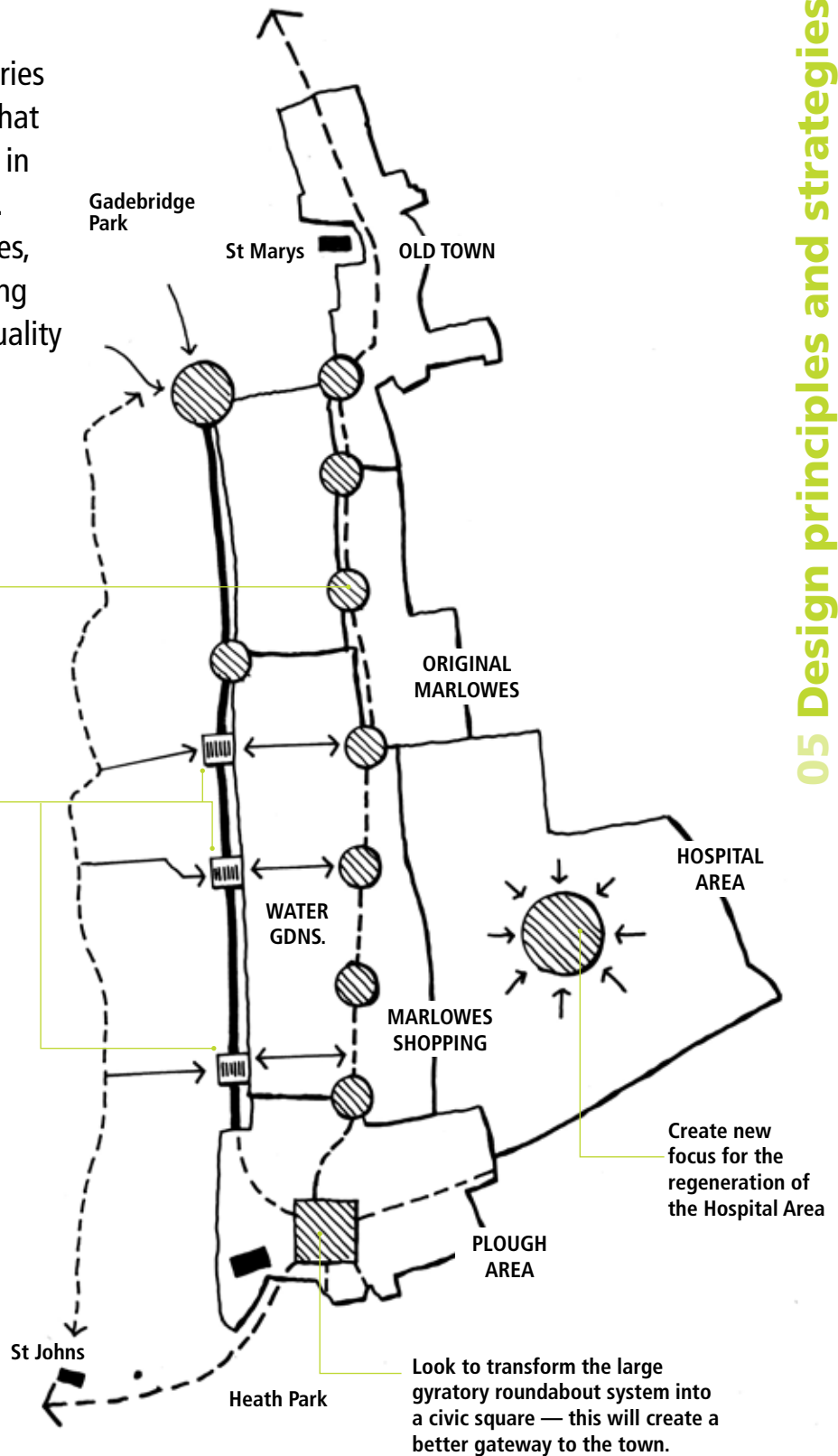
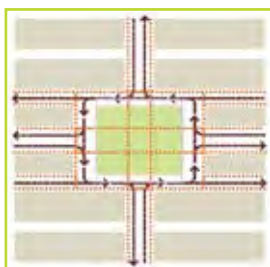
*There follows a series of plans capturing the main ideas from the workshop event, together with some independent ideas from the enabling team. These can be tested further during subsequent master planning phases.*

# Series of linked spaces

The town should comprise a series of linked spaces, or "events", that will help make the town easier in size and shape to walk around. These could be large civic spaces, small junction spaces, interesting green spaces and other high quality designs that connect together effectively for the pedestrian.

Look to establish a regular sequence of "events" or "moments" along the route between Old Town and Marlowes. This will create a sense of place and shorten the psychological distance between the two areas.

Determine location for "breaks" in the Leighton Buzzard Road to create better links to the town centre. These need to be at grade crossing, not subways or bridges.



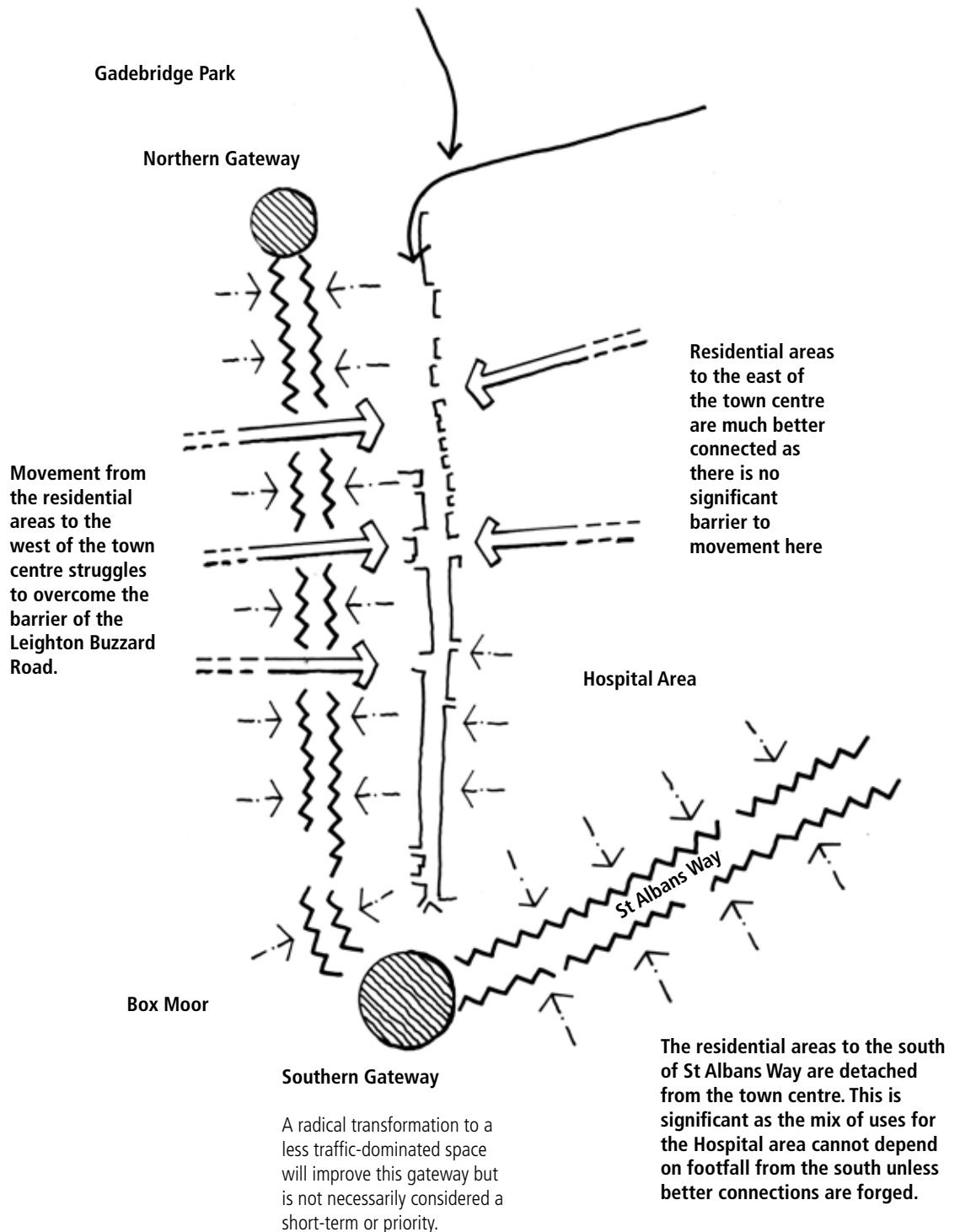
05 Design principles and strategies

CONCEPT DIAGRAMS: Consideration should be given towards the reworking of the gyratory into a civic square. Vehicle capacity and flows need not be compromised but a much better sense of arrival, together with a people-focused place and greater development opportunities, could be delivered.



## Barriers to movement

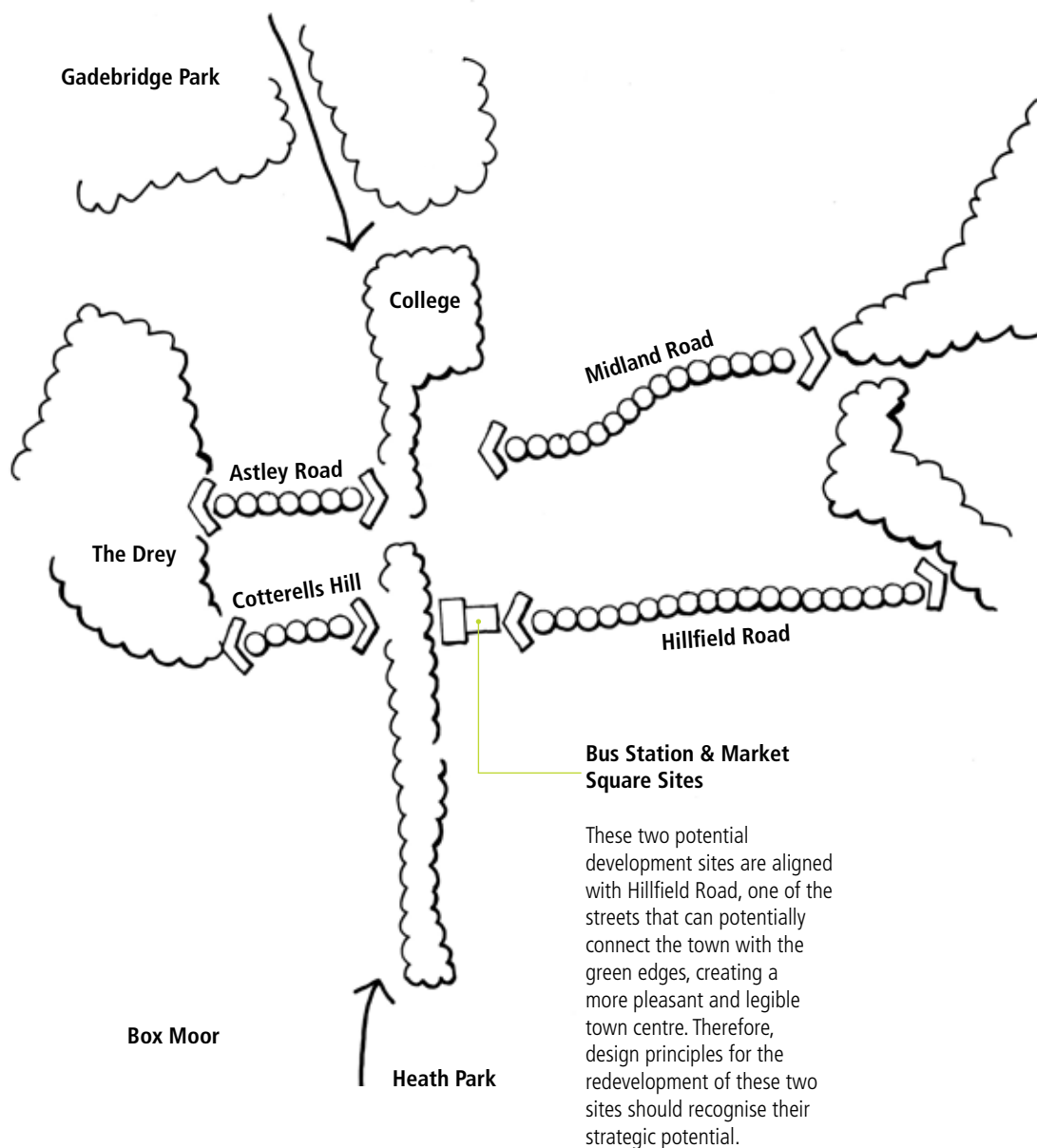
The town centre is relatively inaccessible from the west and south due to the severance effect of two busy roads, the Leighton Buzzard Road and St Albans Way. Many participants at the workshop said that those living only a short walk from the town centre would often drive to other towns for their shopping, deterred from walking to the town centre by the poor quality street environment.



## Connecting the green edges

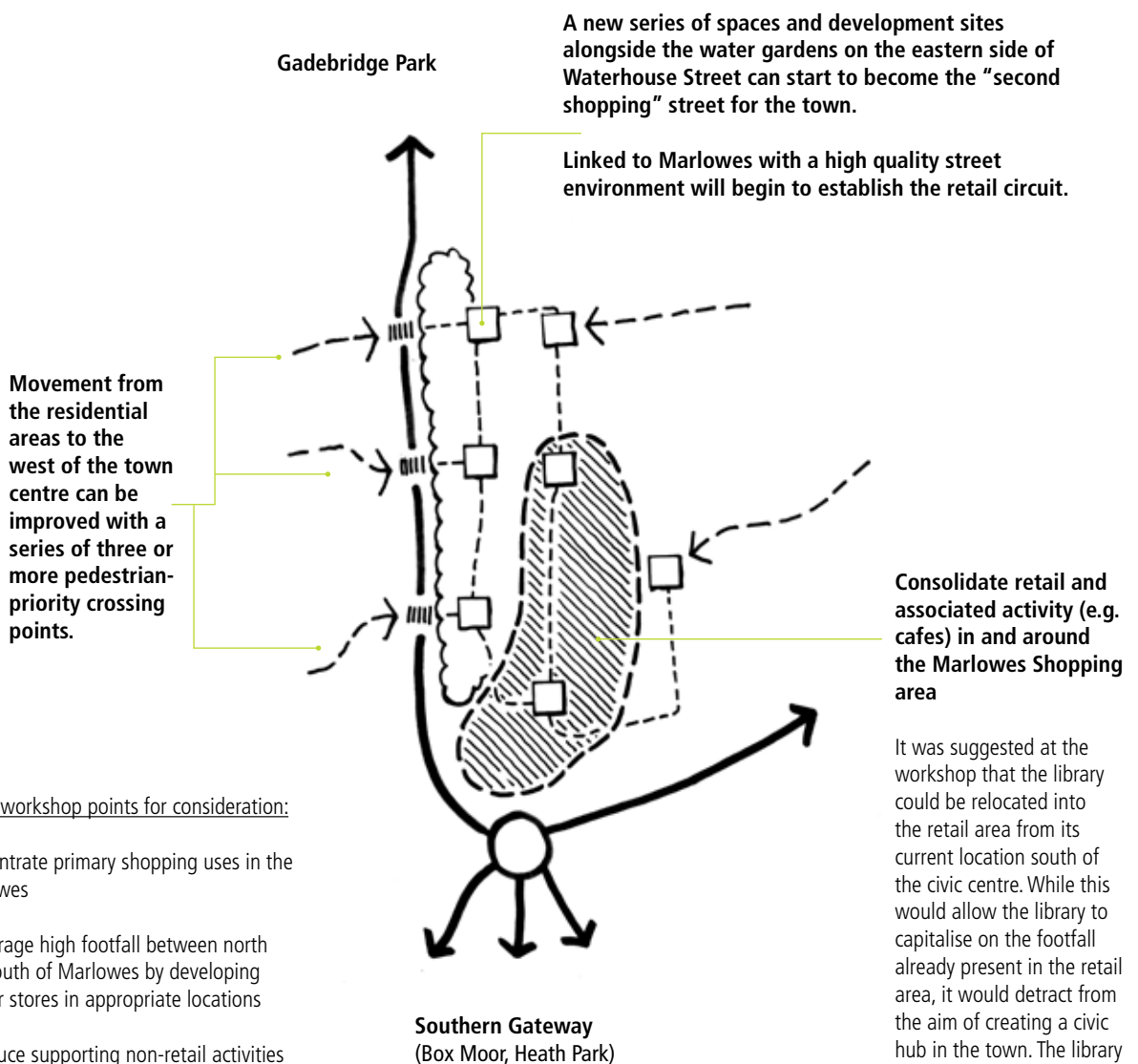
One of the most prized characteristics of the town centre is the “green spine” of the water gardens, running north-south. To the west of the town centre are playing fields and woodlands and other private and public green spaces. To the east, other green wedges link the town to open countryside.

The greening of four key streets would connect the town centre to these existing green edges, helping make the town centre more pleasant and more legible to residents and visitors.



## Pedestrian circuits

One of the identified weaknesses of the town is the lack of any retail circuits. The long linear nature of the town means that the Marlowes Shopping area does not connect to side roads and other secondary retail areas. Some of the other towns perceived as being positive places to learn from have both “high street” big name retail in the heart of the town but also independent retailers on adjacent streets. Creating a circuit for Hemel Hempstead may encourage a more varied retail offer in the town centre.



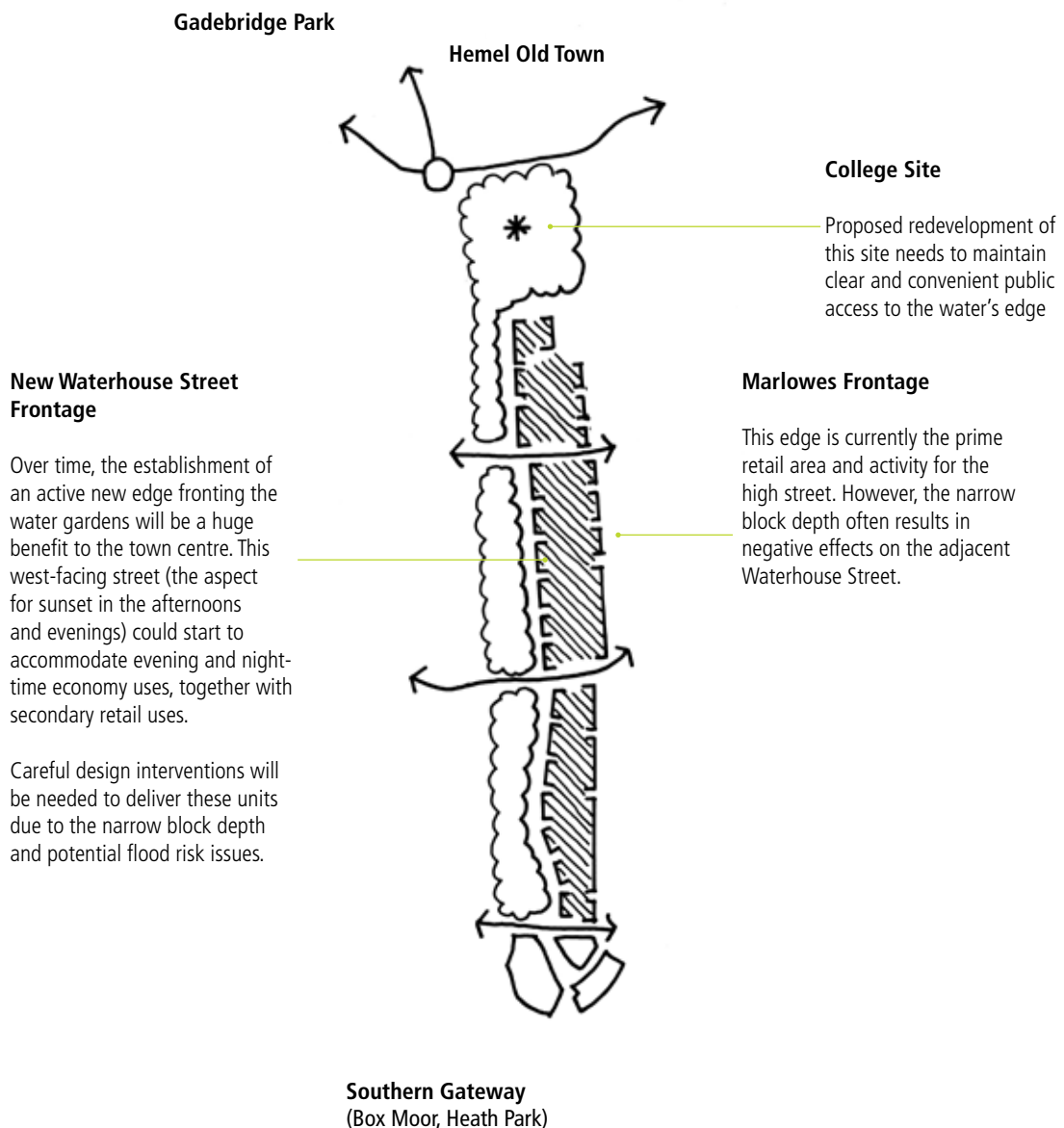
Some key workshop points for consideration:

- Concentrate primary shopping uses in the Marlowes
- Encourage high footfall between north and south of Marlowes by developing anchor stores in appropriate locations
- Introduce supporting non-retail activities with high footfall (such as offices, food and drink and some civic uses)
- Create strong east-west links that give pedestrian priority

## Fronts and backs

While the water gardens are a prized asset in the town centre, and rightly so, they suffer from a lack of an active street overlooking their eastern edge. Waterhouse Street comprises many building backs and service yards, leading to a poor quality pedestrian experience in places.

However, there are also redevelopment opportunities along here. Design principles for these opportunity sites must work to deliver a positive edge fronting the water gardens, with active ground floor uses.



## Next steps

### #01. Clearly define the purpose and scope of the master plan.

While a good quality master plan will undoubtedly give Hemel Hempstead a clear vision for the future and its direction of travel as regards expansion, change and reinvention, it also needs to be pegged effectively to the statutory process if it is to have real authority and strength. These processes could include the Core Strategy and associated Local Development Framework outputs, such as a Town Centre Area Action Plan (TCAAP).

It could also link to nascent processes and frameworks, such as neighbourhood plans, locally delivered plans and design statements — as encouraged through the recently announced “Localism Bill”. Therefore, the structure, timing, scope and depth of the master plan needs to be in accordance with the needs and regulations that govern these other parallel outputs. The sooner these requirements are understood and defined, the sooner the next steps in the master plan process can be agreed to ensure that it can “plug into” these other documents to be as effective as possible, as widely as possible.

### #02. Reconvene the workshop group.

The enthusiasm and goodwill of the workshop participants has given the master plan process a momentum and sense of purpose. The suggestions and contributions that the groups made throughout the day are critical to the formulation of future ideas and proposals. However, a further significant benefit of the workshop format is the shared sense of ownership and purpose they bring to the process.

To capitalise on this, it is recommended that this group is reconvened to test and refine ideas, to learn and understand more about why decisions have been taken by the authority and continue to provide advice and inputs to ensure the master plan is robust yet creative. In this way, the group can become a vital sounding board for ideas, a core contributions group and they can become ambassadors for the emerging master plan, able to communicate the ideas to the wider community.

It is acknowledged that the organisation and preparation required for large participatory workshop events of this type needs time and resources. Therefore, it may be that the master plan work programme cannot accommodate such events on a frequent basis and a series of smaller topic-based working groups could be used as an alternative.

### #03. Ensure greater community involvement.

While the continued use of the main workshop group will be of huge benefit to the master plan process, there may also be a need for smaller “outreach” groups within more localised or specialist community groups. These could include traders associations (including specialists such as a night-time economy grouping of bars and restaurant owners) or groups that are

*This section sets out a series of recommended next steps for the master planning process following the successful workshop event. Some of these actions may already be in hand, others may be brand new while other may to be linked more effectively to the next steps in the process.*

considered “hard to reach” such as the BME or LGB&T community. These groups may need to be engaged with on their own terms, such as part of a scheduled meeting in their own community (e.g. an agenda item at a monthly Pubwatch meeting).

Also, the residential communities closest to the town centre may also have residents associations, neighbourhood groups or similar. These too should be engaged at the right time, and their views be used to support and complement those from the larger more broadly-based and representative main group. Understanding and responding to the wishes and concerns of these smaller groups will be made much easier within the context of the more representative group, rather than having to respond to them on a group by group basis.

#### **#04. More detailed design and viability testing of the proposed mix.**

The list of proposed uses that have been put forward as ideas for each of the areas of change, and for the town centre as a whole, provide a good starting point in reflecting the wishes of the community. However, they cannot be developed further without a further testing of the mix. This includes economic and viability testing alongside a “sense of place” testing. Each of the defined areas, needs to develop a sense of identity, in part driven by the mix of uses.

These zones or areas are likely to have a particular emphasis on retail, commercial, civic, residential and night-time economy. How much of each element is required to deliver that identity? How much is too much? How can places avoid being too “mono-cultural” — e.g. so retail dominated it becomes dead after dark — but still retain a focus and be a destination? Alongside this is the need to understand the values generated by the various options and the impacts this will have on deliverability and viability. Therefore a joint team of economists and designers should be in place to continue to refine this aspect of the master plan. Results should remain in the form of options at this stage to be considered by the reconvened workshop group (see #02) at the appropriate time.

#### **#05. More detailed design at the quarter/zone level.**

The workshop could only touch on design at the most strategic level. It is therefore recommended that more detailed design testing on the various opportunity sites is undertaken in subsequent phases. This will start to establish a greater understanding of site capacities, constraints and opportunities and the ability to integrate sites with one another and with adjoining areas. This design work needs to look at topography issues, a major influencing factor towards the east of the town centre, as well as interventions to make streets and spaces more pedestrian and cycle-friendly — a major concern of the workshop.

This more detailed design testing could be delivered as part of the need for greater testing of the mix of uses. See #04, above.

## #06. Integrate existing works effectively with the master plan.

The workshop received very useful contributions from the consultants already working in the town on the revitalisation of the Marlowes Shopping Zone. This work, and other works regarding the relocation of uses, the renewal of streets and spaces and other changes to the urban environment are no doubt already underway. The development control department of Dacorum Borough Council will receive a steady stream of applications during the master plan process. Places do not stay still, change is always happening — and the emerging master plan needs to recognise this. Therefore, a next step in the process need to integrate these existing works in a way that helps ensure the master plan reflects the realities of change already underway.

It is also critical that the master plan process keeps an eye on these existing changes and evolutions and checks them for conformity with the aims and objectives of the master plan. In instances where ongoing change, or proposals for change, appear to be at odds with what the master plan is likely to seek to achieve, the local authority needs to be confident enough to intervene. It may be that slight adjustments are all that is required or maybe more fundamental change is required. In instances when more fundamental change is needed to avoid a major conflict with the master plan, the links with the statutory process, and therefore policy, need to be clear. Legal advice may be necessary in such instances. See #01.

## #07. Be prepared for unexpected opportunities to arise.

While the master plan needs to incorporate and integrate on-going change, and challenge it when it may undermine the aims and objectives of the master plan, it should also be flexible enough to respond to unexpected change. This could include windfall sites coming forward unexpectedly during the process. The master plan team needs to be prepared to rethink and reconsider what may have previously been considered “fixes” in the process to accommodate such opportunities.

In doing so, careful regard needs to be had for the community engagement aspect of the process (see #02 and #03) and the potential need to revisit community groups and the main group to explain how such an unexpected opportunity may lead to the reworking, adjustment or even abandonment of ideas or concepts that had previously been considered agreed or fixed.

## #08. Transport ideas must support, not lead.

There was considerable debate during the workshop surrounding the role of streets, roads and the private car. There is clearly a need for a sustainable and innovative access and movement strategy for the town centre. However, it is vital this is not developed in isolation from the master plan, nor in isolation a the place-making strategy for the town. The key message here is this — transport solutions are a means to deliver and support the vision; they are not an end in themselves.

Local authority officers responsible for transport matters must therefore be fully integrated into the master planning team and be present at all events in the process. These professions often hold the key to many of the likely objectives of the master plan, such as integrating sites and creating more people-friendly streets and spaces. It may be necessary for Dacorum BC to appoint external access and movement specialists to assist with this work — to challenge perceived thinking, to collaborate with the design and economic testing (see #04, #05 and #06) and to explain to the stakeholder groups the concepts behind the emerging access and movement aspects of the master plan.

## #09. Respond to new forms and methods of retail provision.

The future of the high street is a point of debate. This is a nationwide issue, not just within Hemel Hempstead. The effect of on-line shopping habits, of Sunday trading and the relationship between leisure activities and retail have had a profound effect on the role and purpose of high streets up and down the country.

It is therefore recommended that a creative retail strategy is undertaken as an input or evidence base for the master plan. This will include a review of the Marlowes Shopping Zone and its ability to continue to act as the retail anchor for the town. This review may have significant impacts for planning policy — e.g. the need to relax policy so that more non-retail uses can be injected into the area to keep it alive after five, better public realm and improved links to water to create a more pleasant leisure and/or recreational destination for shoppers.

Many people often consider family shopping trips not as necessity or utility trips, but as a leisure activity, combining it with cinema and eating out. These sorts of future trends and predictions need to be better understood for Hemel Hempstead, especially in relation to nearby competitor towns. Any retail work of this nature needs to be closely integrated with more detailed economic, access and design testing. See #04, #05 and #06.

## #10. Start to think about design codes early on.

One of the more interesting messages that came from the workshop concerned modern architecture and the potential tensions within a maturing new town — *“... we want to embrace modern design, as reflected in our New Town status”* and *“... there are some good examples of 1960s design such as the Civic Centre and Bank Court, these do give us a sense of identity”* are two telling quotes.

A potential dilemma for the master plan as it moves towards delivery will be style, aesthetics and the appropriateness of architectural solutions for a New Town. What is the local vernacular for a Hertfordshire New Town? How can contemporary 21st Century architecture complement this? How do traditional building forms (e.g. those found in the Old Town) sit successfully within this varied mix? How can overtly-green and sustainable designs be incorporated effectively?

It is therefore recommended that as development briefs and more detailed design principles and guidelines are established for each of the key areas of change, design codes — to help inform the architectural “look” of the town — are also developed and adopted.

Hemel Hempstead has the opportunity to showcase bold, cutting-edge design, continuing the tradition of the New Town movement for exhibiting the best ideas and designs at a point in time. Unlike “historic” places that wrestle with the dilemma of how to incorporate modern design, Hemel Hempstead is, by definition, modern. It should therefore be confident enough to redefine and embrace its bold architectural streak through this new master plan.



## List of workshop participants

Mrs	Nathalie	Bateman	Dacorum Borough Council
Mr	Colin	Black	on behalf of Inspire East
Mrs	Chris	Taylor	Dacorum Borough Council
Mr	Dan	Durrant	Inspire East
Mr	Richard	Eastham	on behalf of Inspire East
Mrs	Heather	Overhead	Dacorum Borough Council
Mr	Riccardo	Bobisse	JMP Consultants
Mr	Nigel	Dent	LCDI
Mrs	Yvonne	Edwards	DM Officer
Mr	John	Fannon	Dacorum Borough Council DM and BC Manager
Mr	Paul	Harris	Friends of the Earth
Mr	David	Mahon	Hemel Hempstead Police Station
Mrs	Lizzy	Staincliffe	Dacorum Borough Council SD Officer
Ms	Faye	Tomlinson	Cabe
Mr	Nigel	Brooke	V4 Services
Ms	Anna	Parr	Environment Agency
Mrs	Claire	Covington	Dacorum Borough Council
Mr	George	Edkins	HP Housing Association
Mrs	Anne	Gover	HCC Libraries
Mr	Ian	Potter	Herts Police Estates Dept.
Mr	Ian	Richardson	Boxmoor Trust
Mr	Paul	Smith	JMP Consultants
Mr	Duncan	Murray	The College
Mr	George	Barnes	Knight Frank
Ms	Alison	Ford	Jobcentre Plus
Mrs	Marie	Green	Jobcentre Plus
Ms	Joanna	Hall	Riverside Manager
Mr	Tim	Johnson	Salvation Army HH Corps
Mrs	Kate	Lang	Dacorum Borough Council
Ms	Christa	Masters	Montagu-Evans
Cllr	Michael	Moore	Hemel Hempstead Town
Mr	Andy	Morris	Quarterbridge
Ms	Jackie	Rose	HCA
Mr	Vince	Williams	Marlowes Manager
Mr	Mike	Evans	Property Services
Mr	Bernard	Giraud	Town Centre Partnership
Mrs	Pam	Halliwell	Dacorum Borough Council
Mr	David	Hughes	HCC Key Sites and Regen.
Mr	Guy	Ingham	Knight Frank
Ms	Sue	Prowse	Dacorum Borough Council
Mrs	Julie	Still	Dacorum Borough Council
Mr	Matthew	Wood	HCC Corporate Serv.
Ms	Jenny	Applestone	HCC - PTU
Mr	James	Doe	Dacorum Borough Council Assistant Director
Mr	ken	Hargreaves	ARRIVA THE SHIRES
Cllr	Stephen	Holmes	Portfolio Holder
Ms	Tobi	Manikin	Diverse HR Solutions
Mr	Sanjay	Patel	Herts Highways
Cllr	Andrew	Williams	Dacorum Borough Council Cabinet
Miss	Laura	Wood	Dacorum Borough Council Strategic Planning

**APPENDIX 3**

**STAKEHOLDER WORKSHOP - (CHARETTE 2) CONSULTEE INVITATIONS  
AND LIST OF CONSULTEES**

Contact: Bryce Tudball  
Email: [bryce.tudball@dacorum.gov.uk](mailto:bryce.tudball@dacorum.gov.uk)  
Direct line: 01442 228352



## Hemel Hempstead Town Centre Masterplan Stakeholder Workshop

**Date: Thursday 19th January 2012**

**Time: 10.00am to 16.00pm**

**Venue: Felden Lodge, Hemel Hempstead**

Dear Sir/Madam,

We would like to invite you to a stakeholder workshop to discuss and help inform a future planning strategy for Hemel Hempstead town centre.

The workshop will build upon the stakeholder input provided at the January 2011 charette and subsequent studies that have been commissioned to help support and progress the Hemel Hempstead Town Centre Masterplan. The Masterplan, which will be adopted as a Supplementary Planning Document, will provide an overarching framework for development in the town centre. It will give firm direction as to which land should be developed, what uses this should be for, which land should be protected from development, and the distinctive town centre characteristics that should be preserved and enhanced.

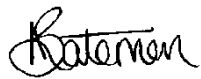
The workshop will be facilitated by Richard Eastham, a CABI design enabler, and group sessions will be directed by Dacorum Borough Council Officers. We are hoping that the event will follow a similar format to the previous charette with discussions on urban design, the economy, and access and movement. The workshop will include a range of business, environmental, and social and community representatives, alongside landowners and Officers from Dacorum Borough Council and Hertfordshire County Council.

There are limited places at the workshop and attendance is by invitation only. Please e-mail or phone to confirm your wish to attend by **Monday 19<sup>th</sup> December**. Refreshments and lunch will be provided. If however you are unable to attend, please pass this letter on to someone who can represent your organisation's views.

Further information regarding the structure of the workshop will be sent out to attendees in late December/early January.

We look forward to seeing you on 19<sup>th</sup> January.

Kind regards,



**Mrs. Nathalie Bateman,  
Strategic Planning and Regeneration**

**Bryce Tudball**

Technical Assistant, Strategic Planning & Regeneration

Dacorum Borough Council, Civic Centre, Marlowes, Hemel Hempstead, Herts, HP1 1HH

Tel. 01442 228352

Group	Name	Surname	Company/Organisation
<b>Session Facilitator</b>	<b>Richard</b>	<b>Eastham</b>	<b>Feria Urbanism</b>
<b>Group 1 facilitator</b>	Nathalie	Bateman	DBC Strategic Planning
<b>Group 1 scribe</b>	Andy	Parrish	DBC Development Management
1	Michael	Sibley	Police
1	Ian	Richardson	Boxmoor Trust
1	George	Barnes	GL Hearn
1	Julia	Hedger	DBC Housing
1	Anthony	Benson	AMUP
1	Stephen	Holmes	DBC Portfolio Holder
1	Steve	Barnes	DBC Parking
<b>Group 2 facilitator</b>	Chris	Taylor	DBC Planning & Regen
<b>Group 2 scribe</b>	Tara	Clark	DBC Economic Development
2	Ian	Potter	Police
2	Tim	Johnson	Salvation Army
2	Marie	Green	Jobcentre plus
2	Neil	Murphy	HCA
2	William	Davies	Police
<b>Group 3 facilitator</b>	Kevin	Langley	DBC Regeneration
<b>Group 3 scribe</b>	Laura	Wood	DBC Strategic Planning
3	Natasha	Smith	Environment Agency
3	David	Robinson	Riverside Manager
3	Gill	Worgan	College
3	Kyle	McClelland	WHHT
3	Mark	Chappell	HCC
3	Darren	Grainger	Highways
3	Jon	Bunny	JMP Consultants
3	Bryce	Tudball	DBC Planning
<b>Group 4 facilitator</b>	Francis	Whittaker	DBC Strategic Planning
<b>Group 4 scribe</b>	James	Doe	DBC Assistant Director
4	Kate	Harwood	Herts Gardens Trust
4	David	Pickering	DBC Housing
4	Nick	Birkbeck	Environment Agency
4	Riccardo	Bobisse	JMP Consultants
4	Christa	Masters	Montagu-Evans
4	Andrew	Bugg	HCC Key Sites and Regen.
4	Phil	Walker	Brasier Freeth
4	Jenny	Applestone	Herts CC PTU
<b>Group 5 facilitator</b>	Kate	Lang	DBC Regeneration
<b>Group 5 scribe</b>	Claire	Covington	DBC Regeneration
5	Jack	Burnham	Housing
5	Jim	Brunt	Dandara
5	Rob	Cassidy	DBC Clean, Safe & Green
5	Thomas	Derstoff	JMP Consultants
5	Vince	Williams	Marlowes Manager
5	Tim	Johnson	DTZ
5	Simon	Coultas	DBC Clean, Safe & Green
5	Ken	Hargreaves	ARRIVA THE SHIRES
5	Camelia	Smith	DBC
<b>Group 6 facilitator</b>	Yvonne	Edwards	DBC Development Management

<b>Group 6 scribe</b>	Heather	Overhead	DBC Strategic Planning
6	Julie	Laws	DBC Portfolio Holder
6	Sara	Railson	Old Town Hall
6	Elissa	Rospigliosi	Old Town Hall
6	Sue	Gledhill	HCC Libraries
6	Mike	Evans	DBC Property & Estates
6	George	Edkins	HPCHA
6	Saul	Spevack	West Herts PCT
6	Benyam	Kenbata	Herts Highways

**APPENDIX 4**

**STAKEHOLDER WORKSHOP - (CHARETTE 2) AGENDA,  
STAKEHOLDER WORKSHOP - (CHARETTE 2) REPORT  
AND LIST OF ATTENDEES**



## **HEMEL HEMPSTEAD TOWN CENTRE MASTERPLAN STAKEHOLDER WORKSHOP**

**Thursday 19 January, from 10am**  
Felden Lodge, Hemel Hempstead

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### **AGENDA**

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- |       |   |
|-------|---|
| 09.30 | <b>Refreshments</b>   |
| 10.00 | <b>Welcome and Introduction</b><br>Richard Eastham, FERIA Urbanism                      |
|       | <b>Hemel Evolution</b><br>James Doe, Dacorum Borough Council                            |
| 10.40 | <b>Land Use Presentation</b><br>Anthony Benson, Allies and Morrison Urban Practitioners |
| 11.00 | <b>Breakout Session One</b>   |
| 11.45 | <b>Feedback and Refreshments</b>  |
| 12.15 | <b>Access and Movement Presentation</b><br>Thomas Derstroff, JMP Consultants            |
| 12.35 | <b>Breakout Session Two</b>   |
| 13.15 | <b>Lunch</b>  |
| 14.00 | <b>Feedback and Next Steps</b>  |
| 14.45 | <b>Finish</b>   |





# Hemel Hempstead Master Plan Workshop

Report on the participatory workshop event held  
on 19.01.12 at Felden Lodge, Hemel Hempstead

February 2012



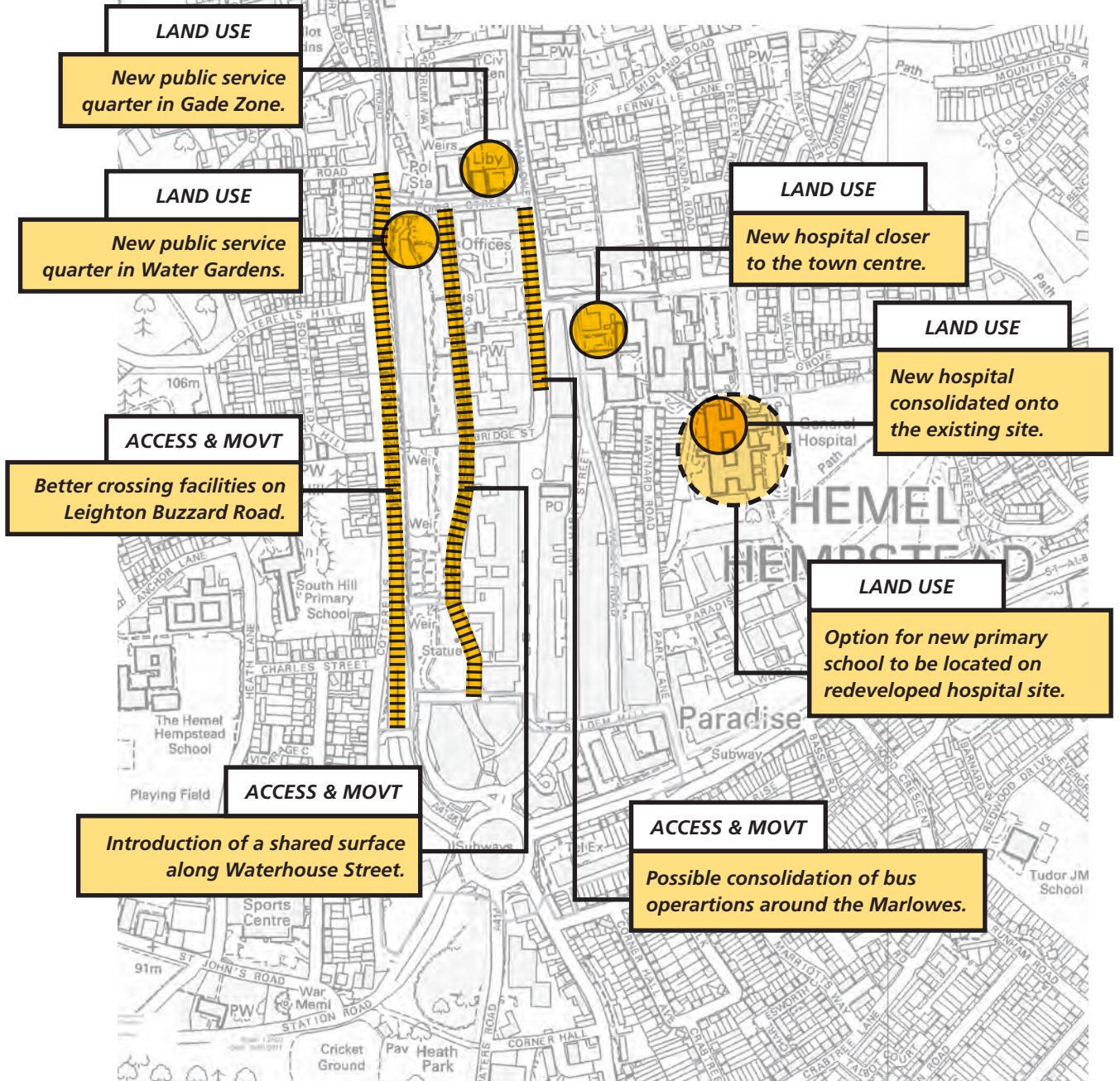


# INTRODUCTION

## summary diagram

This diagram shows the main options under consideration at the master plan event, grouped around themes of Land Use and Access & Movement. In short, these were as follows:

- new public service quarter (i.e. new civic offices and associated functions) located in either the Gade Zone or within the Water Gardens
- a new, more compact hospital located close in to the town centre or consolidated on the existing site
- a new primary school located on the existing hospital site
- better crossing facilities on Leighton Buzzard Road
- introduction of a shared surface along Waterhouse Street
- consolidation of bus services around the Marlowes
- general removal of on-street spaces around the town (non site-specific)



## About this report

This report has been produced by Richard Eastham of Feria Urbanism as a record of the key themes and ideas that emerged from the master plan workshop, held in the town in January 2012. Richard was the lead facilitator for this event.

This workshop built on the foundations created by the first master plan workshop, held in January 2011. The summary reports for both events are to be considered as key inputs into the ongoing master planning process being run by Dacorum Borough Council.

The first workshop event was designed to stimulate ideas, listen to a range of voices and views and develop a momentum to help sustain the subsequent stages of the master planning process. It did this successfully and as a result, a series of technical studies were commissioned by Dacorum Borough Council during the spring and summer of 2011 to inform the emerging town centre master plan.

These included a land use appraisal undertaken by Allies & Morrison Urban Practitioners (AMUP) and an access and movement study undertaken by JMP Consultants (JMP). The initial findings from these studies formed the basis of the ideas to be tested at the second workshop.

## The event — 19.01.12

The workshop was structured around two key topics, “Uses & Activities” and “Access & Movement”. Each topic was then subject to four specific questions. These are reflected in the structure of this report.

Following an introduction from the workshop facilitator, both AMUP and JMP presented the technical work each had undertaken so far, together with the key questions to be addressed by the workshop. The specific plans and images presented at the workshop are available in separate reports, prepared by AMUP and JMP respectively.

This report presents the consensus reached at the event and a general conclusion (as far as is possible at this stage) for all eight questions tested at the workshop. It also sets out recommended actions for the next stages in the master plan process.

### For more information, please contact:

— Nathalie Bateman

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— Richard Eastham

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## A sense of place

The introduction to the workshop event set out a way of thinking about urban planning and master planning aimed to help participants structure their thoughts and ideas. This system places land uses as the primary concern, with the key question to be answered as, " ... where can we best locate different uses and activities?" with regard to other existing uses and nearby residential areas.

Only once this has been broadly established, should participants next think about the links and connections between these areas of activity. Participants will then be able to answer the "access and movement" question with more certainty. Once these decisions have been made, discussion can then proceed with more confidence to address the type of street (e.g. pedestrian-only, wide, narrow etc) and then finally the type of buildings that a place could accommodate. Too often urban planners begin to discuss and agree

building heights and types before these other crucial decision have been made.

The reasons for this sequential approach is important as it helps ensure the type of transport infrastructure selected is appropriate in scale and location. This is summarised by an extract from the first master plan workshop report, as follows:

**/// Transport ideas must support, not lead.**

*There is clearly a need for a sustainable and innovative access and movement strategy for the town centre. However, it is vital this is not developed in isolation from the master plan, nor in isolation from the place-making strategy for the town. The key message here is this: transport solutions are a means to deliver and support the vision; they are not an end in themselves. ///*



01 — To start, establish the best location for new land uses, informed by relationship to existing town centre uses and nearby residential areas.



02 — Next, think about how these different areas of activity can be connected most effectively. At this stage, consideration should be for the number and location of links, not the mode of transport.



03 — Now it is possible to consider how these links could be used e.g. should they be pedestrian only? Or for cars and buses too? And should access be restricted at different times of day?



04 — Finally think about the types of building that can be located alongside these routes, their scale, height and materials. When working well in combination, these four factors can deliver a positive sense of place.

## POOR DEVELOPMENT



## POOR DEVELOPMENT



## POOR DEVELOPMENT



## BETTER DEVELOPMENT



## BETTER DEVELOPMENT



## BETTER DEVELOPMENT



## Getting it right

The introductory slide-show used at the event showed some “elsewhere” images to illustrate good and poor development. The key message was that the mistakes can largely be avoided if the sequential sense of place system (see opposite) is used, helping ensure that land uses are well-located in relation to one another first, before specific proposals for transport interventions are made. Many poor quality developments are the result of transport infrastructure dominating the final design. The better development examples were put forward to illustrate how a more considered design process, in which transport infrastructure was applied in more subtle ways, can help deliver a particular and more welcoming type of place.

*Left, from top — Backs of houses facing onto parking areas are unsightly and fail to create safe and secure places (both Northampton); pedestrian-only alleyways are introduced to overcome poor connectivity but these are only used reluctantly by pedestrians, especially after dark. (Cotswolds).*

*Right, from top — Careful use of parking courtyards (Northampton) and barn structures (Dorset) in rural areas can accommodate the car in a sensitive way; elevated living rooms provide greater surveillance of the street and allow careful integration of garages (Rotterdam).*

**Q1 — Two potential locations have been identified for the new public service quarter. What are the relative merits of both?**

### **A1 — General support for the Water Gardens site**

The Water Gardens site received general support as it was considered most effective at “widening” a very linear north - south town centre and rebalancing the current distribution of land uses. Participants felt that this location would strengthen the east - west links across the town and would provide a good anchor to the western part of the town centre, bringing footfall across and past the Market Square, helping with its ongoing viability.

It was recognised that in order to deliver this option, there may well be a need to move the bus station to create the necessary space to get this right. In this respect, the alternative Gade Zone site was seen by some as being more straightforward in terms of site assembly and delivery. However, Dacorum Borough Council own the land and so it should use this important lever to good effect. It was widely felt that the bus station, with its wide expanse of tarmac and noise, is not the best use of such a site, so close to the attractive landscape setting.

The landscape setting would provide an excellent setting for a new civic building (see page 13 for examples of how this could look) but careful design would be required to ensure the impact on the historic gardens is only positive and not negative. English Heritage considers it unlikely that a building of considerable capacity could be located here without adverse impacts on the heritage asset (i.e. the registered park and gardens). However, it could be argued that locating a new civic building in such a sensitive location puts pressure onto the architecture to be as good as possible. Mediocrity of design could not be tolerated in this location.

Locating a civic use in this location could also allow the growth of complementary uses along Waterhouse Street, such as food and drink uses, to capture the lunchtime trade and after work crowd. Many people felt that the westward facing Waterhouse Street with its aspect out over the landscape setting was ideal for evening leisure uses and a new Civic Centre adjacent to all this would assist the transformation of this important street.

Concerns were raised regarding police access and the loss of parking. These issues would need to be addressed through more detailed feasibility design and testing.

**Q2 — The Core Strategy identifies capacity for a new Town Centre supermarket and the Gade Zone is the preferred location. What is the most appropriate size and format for the store?**

### **A2 — A smaller, urban format food store should be pursued**

There was widespread support for a smaller format store, more suited to an urban environment. However, while this was a desire, there was scepticism it could be delivered as many participants felt that the supermarket operators are likely to want to dictate size and format, especially the larger players in the sector.

The main reason behind the support for a smaller town centre format store was to stop it undermining the existing retail offer in the town centre. Larger format supermarkets, that sell non-food goods (such as electrical and electronic goods, clothing and home wares) could seriously threaten the success of existing retailers in the town. Furthermore, larger format stores often require large surface car parks and these can have a detrimental visual impact on the town centre and introduce new traffic pressures onto the existing road network. Pushing the store further towards the edge of the town centre to mitigate this would then exacerbate negative impact on existing retailers by pulling footfall away from the centre.

While it was accepted that the Gade Zone would be the best location for the food store, locating this as close as possible to the Marlowes Zone will help bind uses together. This will help grow the town from the centre, rather than from the edges. It will also help encourage “linked trips” whereby somebody could park in the new superstore car park and do other shopping elsewhere in the town on foot without needing to move their car a second time. Agreement would need to be reached with the food store operator for the shared use of its car park.

**Q3 — A new Local General Hospital will be provided in the Town Centre. There are two sites proposed so far – what are the merits of both of these and are there any other suitable sites in the Town Centre?**

### **A3 — A town centre site to allow linked trips will be better**

Bringing a new hospital closer to the town centre would help to link the hospital workforce with the centre of town. The opportunity for pedestrian visits during lunchtime and after work to town centre shops and cafes will have significant benefits for town centre retailers.

Developing stronger connections between the town centre and the workforce was seen as a positive but questions were raised about the benefits for patients, “... will people really walk to hospital? Won’t they always arrive via car or taxi?” Therefore detailed feasibility design would need to provide suitable and appropriate access that did not direct car and taxi traffic unnecessarily into the town centre but instead approaches the new hospital from either the south or east, or both.

It is understood that the health authority’s preference is for a site nearer Marlowes and the master plan needs to ensure the preferred option fits with wider NHS needs. Other alternative sites raised by the workshop group included locations closer to the Water Gardens, but acknowledged the difficulties of siting a large building in a sensitive landscape setting, and the current College Site.

**Q4 — The Core Strategy identifies the need for a new two-form entry primary school. The options identify the redeveloped Hospital site as the best location. Do you agree? What might be the alternatives?**

### **A4 — No clear consensus on the school site**

The discussion over the school site was inconclusive but a range of important factors were raised that are noted here to help inform future decision making:

- a town centre location will possibly be less reliant on car travel as the general reluctance for parents to drive towards the town centre each morning and evening may “nudge” them towards walking and cycling instead
- however, the topography is hilly and this may discourage walking, especially parents with prams
- to create the room for a school could require demolition of part of hospital and so phasing and sequencing will be crucial — it is right that the deliverability of the school is linked to the redevelopment of the hospital?
- a potential further location for the school (i.e. in Paradise Fields) could prove contentious as it may involve the loss of open space and locate the school in increasingly challenging topography, further up hill
- could the college site, north of the town centre, be an option, should it be redeveloped and release land?
- could a new school and a new college be collocated?

Some participants questioned the development triggers for the new school. It was understood to be the increase in town centre housing, creating the demand for additional school places that is the “push factor” behind the need to identify a school location. However, should the majority of the new residential development in Town Centre comprise one or two bedroom flats, then will the new residents actually have children?

There needs to be a clear planning obligation for developers to design and build adequate family-sized apartments and town houses in the town centre, suitable for young families with school-aged children. This will help ensure a viable and stable town centre community will develop, rather than a short-lived transient community that can often arise through the exclusive building of flats. Too often, young couples may buy a town centre flat, but feel unable to raise a family there due to lack of space and feel compelled to move to the suburbs in later life stages. This leads to a “churn” of the town centre population.

## USES & ACTIVITIES

### supporting quotes

*The workshop revealed a series of informative and quotable reactions to the options presented. While these are clearly individual opinions, they are presented here as a record of what was said. These can be used to support future decisions regarding the direction of the master plan.*

**A smaller format foodstore was seen as the best way forward for the supermarket**

**// Locate any supermarket as close to the Marlowes as possible as only then will it help bind uses together //**

**// Supermarket should be smaller not larger or we run the risk of losing existing town centre retailers //**

**The Water Gardens was seen as the better site for the new public service quarter**

**// Will people really walk to a hospital? Won't they arrive by car or taxi due to topography ... and lack of mobility? //**

**// The sale of comparison non-food goods from a new supermarket would have a negative effect on the rest of the town centre //**

**The hospital should move closer to the town centre as its large workforce can help boost town centre footfall**





**// We must try to encourage pupils to walk to school so the site needs to be near to housing so the hospital site is therefore good location //**



**Further more detailed consideration for the school site is required**



**// Could there be a playing field detached from the main site? Thinking of new ways of providing this would give greater flexibility //**



**// The school will be better on a flat site if we are to encourage walking //**



Images from the workshop held at Felden Lodge on 19.01.12

## CIVIC BUILDINGS IN LANDSCAPE SETTINGS

supporting images

Placing handsome civic buildings in formal landscape forms a potent combination of architecture and landscape. It has met with great success in other places and could grace Hemel Hempstead with considerable presence and prestige.

The architectural approach should draw inspiration from the New Town movement and be uncluttered, with clean lines, deliberately contrasting itself with the surrounding landscape.





## URBAN FOODSTORE

supporting images

The workshop revealed deep concerns about the introduction of a food store into the town centre, primarily surrounding the potential negative impacts on existing retailers and the visual impact a large surface car park could have. If these could be kept in check, then participants felt they could give it qualified support.



The design characteristics that would be sought in an “urban food store” are as follows:

1) a clearly identifiable front door onto the street giving those arriving on foot a direct and convenient point of entry to the shop

2) a building footprint that sits close to the foot way, so that pedestrians do not have to cross large open areas of car parking to reach the store entrance

3) discreet car parking, tucked around the rear of the store; this may need to be decked to achieve the necessary number of spaces

4) ensuring a minimum number of blank edges present themselves to the public; this may require locating service yards in discreet locations to the rear of the store and “skinning” other edges with ancillary uses, such as single aspect residential units or other retail development to create new active edges

5) a distinct architectural presence is required, both in the daytime and in the evenings and at night; the store design should add to the architectural richness of the New Town by being distinctive and bespoke; a standardised out-of-town “big-box” would not be appropriate in a sensitive town centre location.



**Q1 — How would the introduction of a shared surface in Waterhouse Street affect movement in and around the Town Centre? What are the issues relating to the delivery of this scheme?**

### **A1 — General support for the shared space concept.**

A better quality environment for walking and cycling was seen as a critical outcome of the master plan work as the current situation is often poor, and at worse, dangerous. The quality of many pavements is poor, with narrow and badly surfaced routes commonplace. Worse, major junctions such as the Plough roundabout often leave pedestrians to fend for themselves, with no clear, direct or convenient routes.

Therefore, the idea of investment in a high-profile pedestrian priority scheme was greeted with enthusiasm by the majority of participants. The concept of shared-space, as opposed to full pedestrianisation, was the preferred approach. Waterhouse Street was seen as being the best destination for such investment as it is the town's principle asset and the town needs to play to its strengths.

While there may be parts of the town with worse pedestrian conditions, the proximity of the a pedestrian-priority street to the landscape setting will combine to create strong investor potential in nearby development sites — the opportunity to improve frontages overlooking Water Gardens will receive a significant boost. The shared-space approach is particularly good at encouraging the leisure/cafe uses in the area, as proposed.



Any scheme needs to be well thought out. It may be preferable to restrict flows of vehicles according to time of day as some vehicles may have specific access requirements in early mornings (e.g. service deliveries) .

However, a shared-surface is only part of the solution. The continuing dominance of buses on Waterhouse Street should not form part of the vision for this important street; the bus station land is too valuable for the town for other more "value-added" uses. The removal and relocation of the bus station was considered necessary to achieve the higher quality environment to attract food and drink operators to Waterhouse Street.



*New Road in Brighton (above) has been subject to a very successful shared space scheme. Not fully pedestrianised, instead pedestrian priority is achieved through use of a shared surface and quality materials. This intervention has resulted in dramatic shift in the way the street is used:*

- 62% increase in pedestrian traffic
- 93% reduction in motorised traffic
- 600% more staying activity
- 22% increase in cycling activity

*Since its opening in 2007, the street has become the centre piece of Brighton's Cultural Quarter and is one of the most popular visitor attractions in the city.*

**Q2 — How can pedestrian/cycling connections to the town centre be improved, in particular across the Leighton Buzzard Road and around the Plough Roundabout. How can land-use and urban realm improvements support this process?**

### **A2 — Keep people at street level, not underground or on bridges.**

The poor pedestrian environment in the town centre is starkly illustrated by the underpasses and a high-level bridge. Future improvements should all be "at grade" (i.e. street level) as this is the most direct, safe and convenient for pedestrians and cyclists. The Plough Roundabout was seen by many in the workshop as the most obvious example of a poor pedestrian and cyclist environment.

The Leighton Buzzard Road in its current form is a significant barrier to movement from the west towards to town centre and while it serves an important strategic role, it is likely that the average speed of the traffic is slow enough to allow the introduction of multiple pedestrian crossing points at carefully chosen points without any significant delay to car journey times. These new crossing points must align with desire lines and link directly to the places people

want to go to if they are to be used safely and regularly.

Cyclists should be accommodated on safely designed roads not pushed off onto substandard cycle lanes in the interests of cars. The master plan must make it a priority to invest in cycle-friendly infrastructure and pedestrian-positive schemes to redress the previous emphasis on the car driver.

**Q3 — How would the consolidation of bus service provision in the Marlowes support the development of the Town Centre? What opportunities might this raise for the Market Square in particular and what issues need to be considered for this scheme to be delivered?**

**A3 — Buses closer to the retail heart could work well.**

Bringing buses closer to the shopping heart could work well, providing that the necessary bus infrastructure (e.g. the stops, shelters, signs, lay-over spaces, parked buses etc) do not unduly impact on the creation of quality streets. If all this begins to clog-up the heart of town, then the benefits would be quickly lost. Finding a suitable “lay-over” space to allow buses to remain on schedule will be critical to a successful relocation.

There are good opportunities for Waterhouse Street and Market Square to be redeveloped (see opposite page) but the bus station in its current location deters private sector investment.

**Q4 — Should any parking be removed in order to create a more welcoming town centre environment for pedestrians and cyclists? How should the available car parking capacity be best utilised?**

**Q4 — Car parking does need to be rationalised across the town.**

The majority of car parking should be removed from Waterhouse Street to enable the positive change that shared-space scheme could bring about. The removal of on-street spaces could be replaced through more efficient use of existing car parking spaces and new decked car parking at strategic sites across the town to ensure a “net-neutral” position on car parking numbers. While there was concern that an overall loss of parking could damage the economic viability of the town centre, it was agreed that the centre had to become a “place worth going to” and making it more pleasant and more convenient for those on foot was essential.



*This access and movement hierarchy was presented at the workshop by JMP to general approval. This simple yet effective ranking of mode priorities should guide all future transport infrastructure investment and policy as described by the master plan. Any changes to the streets, spaces and connections should create a layered approach to improvements, with those toward the top of this list set to benefit the most.*

*Furthermore, any changes aimed directly at those modes of travel towards the bottom of the list should be checked to ensure there are no unintended negative consequences for those above them. For example, changes to car parking provision that could create conflicts with existing pedestrian desire lines.*

## ACCESS & MOVEMENT

### supporting quotes

*The workshop revealed a series of informative and quotable reactions to the options presented. While these are clearly individual opinions, they are presented here as a record of what was said. These can be used to support future decisions regarding the direction of the master plan.*

**Subways?  
Dangerous  
places  
Bridges? Not  
good for  
cyclists. Links  
must follow  
desire lines!**

**// More drop kerbs in and around the town centre would help people with disabilities or mobility issues. In some places there are too many railings preventing wheelchair access //**

**// Experience of other towns like Norwich and Chelmsford shows that well-designed off street inter-change facilities lessens the negative impacts of signs, shelters and parked vehicles in town //**

**Waterhouse Street is the town's principle asset and investing in it has to be a priority**

**// We need to ensure blue badge parking is convenient for disabled people ... it would be better to have scattered provision rather than all in one place //**

**Very poor access from the Boxmoor area to the centre ... yet we need those residents to use their own town more often**



**// Disabled parking is not policed and is open to abuse by people that shouldn't be parking there //**



**The current bus station location detracts from the Water Gardens so redevelopment could make this area more attractive**



**// We welcome the principle of shared-space areas, but the detailed design is important and should form part of a public realm strategy for the whole town centre //**



*Images from the workshop held at Felden Lodge on 19.01.12*



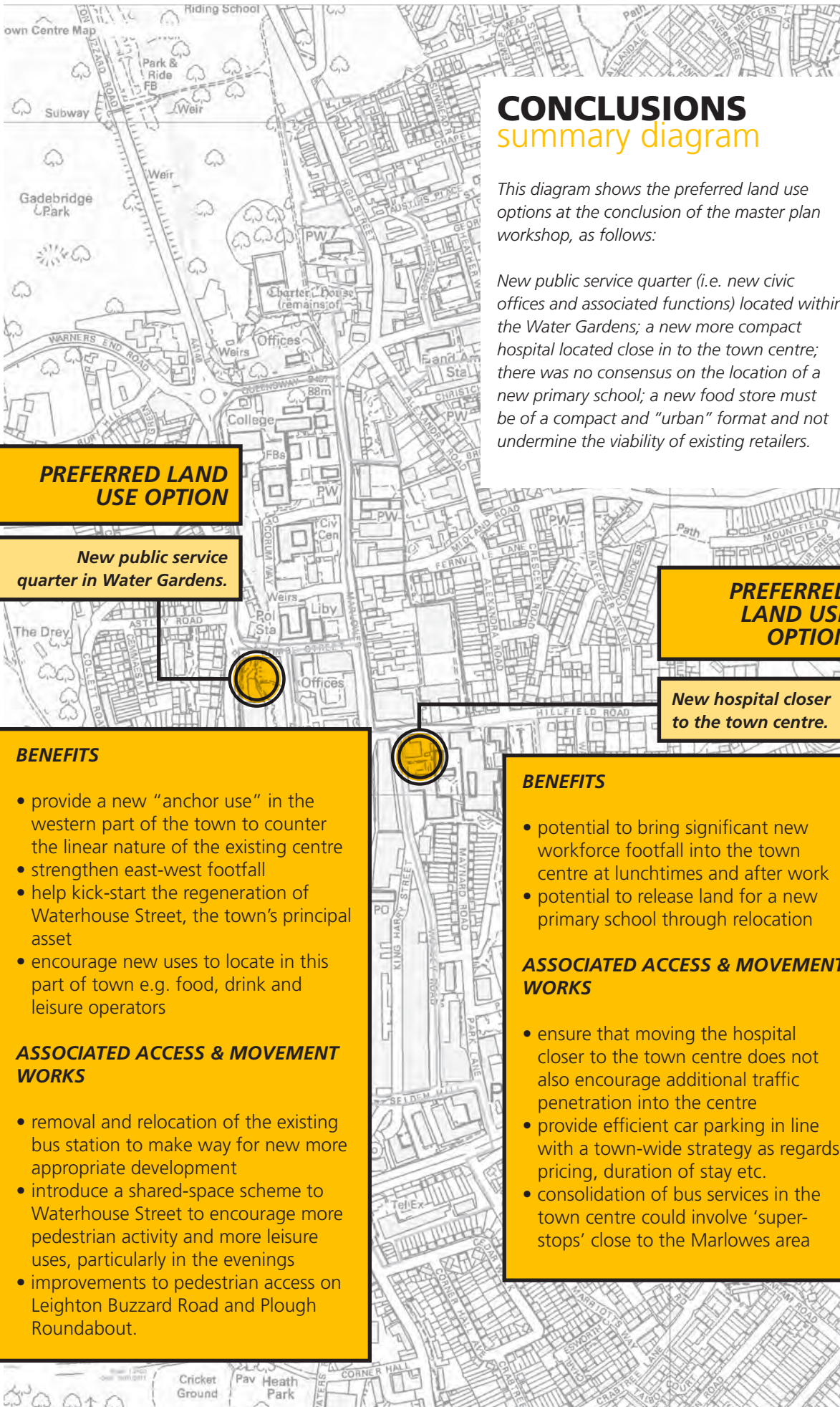
**// Bus services require space for duty manager to observe operation, layover spaces (four to five vehicles), facilities, information, waiting area difficult to provide all of this without a dedicated bus station //**

**// Get car park pricing right. Look carefully at pricing, duration and so on ... the new supermarket car park needs to be integrated into an overall strategy //**

**// The best car park designs are not obviously car parks but integrate into new buildings and spaces so parked cars are not so visually dominant //**

*Images from the workshop held at Felden Lodge on 19.01.12*





## CONCLUSIONS summary diagram

This diagram shows the preferred land use options at the conclusion of the master plan workshop, as follows:

New public service quarter (i.e. new civic offices and associated functions) located within the Water Gardens; a new more compact hospital located close in to the town centre; there was no consensus on the location of a new primary school; a new food store must be of a compact and "urban" format and not undermine the viability of existing retailers.

**PREFERRED LAND USE OPTION**

*New public service quarter in Water Gardens.*

**PREFERRED LAND USE OPTION**

*New hospital closer to the town centre.*

**BENEFITS**

- provide a new "anchor use" in the western part of the town to counter the linear nature of the existing centre
- strengthen east-west footfall
- help kick-start the regeneration of Waterhouse Street, the town's principal asset
- encourage new uses to locate in this part of town e.g. food, drink and leisure operators

**ASSOCIATED ACCESS & MOVEMENT WORKS**

- removal and relocation of the existing bus station to make way for new more appropriate development
- introduce a shared-space scheme to Waterhouse Street to encourage more pedestrian activity and more leisure uses, particularly in the evenings
- improvements to pedestrian access on Leighton Buzzard Road and Plough Roundabout.

**BENEFITS**

- potential to bring significant new workforce footfall into the town centre at lunchtimes and after work
- potential to release land for a new primary school through relocation

**ASSOCIATED ACCESS & MOVEMENT WORKS**

- ensure that moving the hospital closer to the town centre does not also encourage additional traffic penetration into the centre
- provide efficient car parking in line with a town-wide strategy as regards pricing, duration of stay etc.
- consolidation of bus services in the town centre could involve 'super-stops' close to the Marlowes area

## NEXT STEPS

### moving the master plan forward

#### #01. Maintain the momentum generated by workshops

There was considerable momentum and enthusiasm generated by the bringing together of different interests at both master plan workshops. It is recommended that Dacorum Borough Council should capitalise on this by engaging workshop members in the formal consultation process on the master plan, scheduled for summer 2012.

The representative nature of the workshop will allow its members to act as advocates for the ideas within the master plan and help broadcast the bigger messages about positive change to the wider community. The more involved they are, the more effective they will be at this role.

As the master plan moves towards more detailed design and testing, it may be that a series of topic groups or project groups are specially convened to advise on specific master plan outputs. These could be formal in the latter half of 2012, following the period of formal public consultation. For example, the proposal to locate the new public service quarter within a sensitive heritage landscape will need further refinement and a "workshop sub group" of specific landscape and heritage interests e.g. the Civic Society and others, should be invited to comment on emerging proposals at the earliest stages.

#### #02. More detailed design and viability testing of the proposed public service quarter

While there is a clear preference for the Water Gardens site to accommodate the new public service quarter, more detailed design and viability testing is required to more fully understand the implications of this. As part of this work, an appraisal of the alternative site (i.e. the Gade Zone option) should also been undertaken to allow a fair and frank assessment of both sites. The precise mix of accommodation floor space required to create a building fit for purpose must be agreed and then different block arrangements tested within the landscape. For example, the height, massing and footprint will all be directly informed by the requirements for specific quantities of new accommodation space.

A series of development scenarios should be prepared, each feasible in terms of the accommodation schedule, but all with differing approaches to the surrounding landscape, as a result of different combinations of height, massing and footprint. These scenarios should be tested with the "workshop sub group" that has a specific interest in this matter to understand levels of support. It is recommended that English Heritage are involved in the early stages of testing of these scenarios

#### #03. Focus your transport planning energies and funds on a high-impact shared-surface scheme

The widespread support at the workshop for a shared-space scheme for Waterhouse Street should be seized by Dacorum Borough Council and its partners in Hertfordshire County Council as an opportunity to act boldly and bravely on this initiative. Such schemes require a patient and careful planning and design phase, involving a large amount of continuous public consultation to ensure the concepts and ideas are understood by the public at each stage. Again, a specific transport planning "workshop sub group" could be spun-out of the main workshop attendance list to take part in this.

Furthermore, such schemes are not inexpensive. For example, the New Road Brighton project (see page 14) is around 150m in length and cost £2m to complete, in 2007. In straightened times, when funds are not plentiful, tough decisions will need to be made to make the Waterhouse Street scheme happen; other projects may need to be put on hold as funds are reallocated. However, the benefits to Hemel Hempstead will be huge and it is

expected that positive public opinion once the scheme is implemented will create a surge in demand for other pedestrian improvements elsewhere in the town.

#### **#04. Provide clear design guidance to potential food store operators and use them as a basis for negotiations**

The master plan workshop was clear in its view: any supermarket should be of a “compact and urban” form and not undermine the viability of existing retailers through the selling of comparison goods. The Gade Zone has already been identified as the preferred location and so Dacorum Borough Council should act quickly to define the design parameters that would make this proposal work effectively.

As with the public service quarter, a series of development scenarios need to be worked up in more detail, showing how the site (or sites) can successfully accommodate an urban foodstore with a positive and obvious front door to the street, a minimum of blank edges to be achieved through “wrapping the box” with other active uses such as residential or other retail units and placing car parking to the rear of the building, potentially in a decked arrangement.

Dacorum Borough Council must hold firm on its preferred approaches during negotiations with potential foodstore operators — get it right, and it could support the town well; allow an “out-of-town” style big-box to land in the town centre, and the negative impacts will be widespread and long-lasting.

#### **#05. Bring together the various strands of work into a single inspiring and visionary document**

At this stage in the process, the master plan comprises a series of stand-alone yet linked studies and reports. These include a retail capacity study prepared by GL Hearn, used to inform the land uses work undertaken by AMUP; access and movement reports prepared by JMP, together with other background documents, including the report from the first master plan workshop, held in January 2011.

All this work needs to be brought together into a single, easy to access, inspiring and coherent report. It will be very difficult to consult with the public on a series of separate plans and reports. There is public expectation that a master plan is a single document and while the preparation of such a plan clearly involves a wide range of technical work, it would be sensible to create a document that provides a clear and inspiring overview of the vision, so that everybody understands the aims and ambitions for Hemel Hempstead.

Such a report should be highly-illustrated, with plans and diagrams clearly expressing the analysis of the current situation and the ideas for change. Perspective drawings, showing how new developments, new streets and new areas of activity could look and feel will also be important to effectively convey the new sense of place that it is expected will emerge from the work. The report need not be lengthy, as much of the technical work, such as the transport / traffic modelling and financial viability modelling, could be held over into a series of appendices, making the main master plan report more accessible and readable.

It is recommended that Dacorum Borough Council investigate how other towns and cities have presented their ideas for change — the types of reports, websites and documents that were used and how they balanced drawings with supporting text; the inspiring images with the necessary technical work.

## List of workshop participants

### APPENDIX List of workshop participants

Jenny	Applestone	Herts CC PTU
George	Barnes	GL Hearn
Steve	Barnes	DBC Parking
Nathalie	Bateman	DBC Strategic Planning
Anthony	Benson	AMUP
Nick	Birkbeck	Environment Agency
Riccardo	Bobisse	JMP Consultants
Jim	Brunt	Dandara
Andrew	Bugg	HCC Key Sites and Regen.
Jon	Bunny	JMP Consultants
Jack	Burnham	Housing
Rob	Cassidy	DBC Clean, Safe & Green
Mark	Chappell	HCC
Tara	Clark	DBC Economic Development
Simon	Coultas	DBC Clean, Safe & Green
Claire	Covington	DBC Regeneration
William	Davies	Police
James	Doe	DBC Assistant Director
George	Edkins	HPCHA
Yvonne	Edwards	DBC Development Management
Mike	Evans	DBC Property & Estates
Sue	Gledhill	HCC Libraries
Darren	Grainger	Highways
Marie	Green	Jobcentre plus
Ken	Hargreaves	ARRIVA THE SHIRES
Kate	Harwood	Herts Gardens Trust
Julia	Hedger	DBC Housing
Stephen	Holmes	DBC Portfolio Holder
Tim	Johnson	Salvation Army
Tim	Johnson	DTZ
Benyam	Kenbata	Herts Highways
Kate	Lang	DBC Regeneration
Kevin	Langley	DBC Regeneration
Julie	Laws	DBC Portfolio Holder
Christa	Masters	Montagu-Evans
Kyle	McClelland	WHHT
Neil	Murphy	HCA
Heather	Overhead	DBC Strategic Planning
Andy	Parrish	DBC Development Management
David	Pickering	DBC Housing
Ian	Potter	Herts Police
Sara	Railson	Old Town Hall
Ian	Richardson	Boxmoor Trust
David	Robinson	Riverside Manager
Elissa	Rospigliosi	Old Town Hall
Michael	Sibley	Herts Police
Natasha	Smith	Environment Agency
Camelia	Smith	DBC
Saul	Spevack	West Herts PCT
Chris	Taylor	DBC Planning & Regen
Bryce	Tudball	DBC Planning
Phil	Walker	Brasier Freeth
Francis	Whittaker	DBC Strategic Planning
Vince	Williams	Marlowes Manager
Laura	Wood	DBC Strategic Planning
Gill	Worgan	Herts College

**APPENDIX 5**

**LIST OF STEERING GROUPS**

- **ACCESS AND  
MOVEMENT**
- **MAJOR LAND USE**
- **URBAN DESIGN**

<b>STEERING GROUP MEMBERS</b>	<b>Name</b>	<b>Surname</b>	<b>Company/Organisation</b>
<b>Major land Use/Economic</b>			
	Nathalie	Bateman	DBC Strategic Planning
	Matthew	Wood	
	Kyle	McClelland	WHHT
	Vince	Williams	Marlowes Manager
	Phil	Walker	Brasier Freeth
	Mark	Chappell	HCC
	David	Robinson	Riverside Manager
	Andrew	Bugg	HCC Key Sites and Regen.
	James	Doe	DBC Assistant Director
	Andy	Parrish	DBC Development Management
	Fiona	Bogle	DBC Planning
	Mark	Gaynor	DBC Housing & Regen
	Chris	Taylor	DBC Planning & Regen
	Kevin	Langley	DBC Strategic Planning
	Tara	Clark	DBC Economic Development
	David	Hughes	HCC Estates
	Neil	Murphy	HCA
	Dan	Myers	HCA

<b>Access &amp; Movement</b>			
	Alyson	Fricker	HCC Highways
	Andy	Parrish	DBC Development Management
	Benyam	Kenbata	Herts Highways
	Francis	Whittaker	DBC Strategic Planning
	James	Dale	HCC
	Jenny	Applestone	Herts CC PTU
	Jon	Bunny	JMP Consultants
	Katherine	Ashton	DBC Environmental Services
	Ken	Hargreaves	ARRIVA THE SHIRES
	Kevin	Langley	DBC Regeneration
	Nathalie	Bateman	DBC Strategic Planning
	Richard	Mabbitt	DBC Licensing
	Steve	Barnes	DBC Parking
	Thomas	Derstoff	JMP Consultants

<b>Urban Design</b>			
	Nathalie	Bateman	DBC Strategic Planning
	Fiona	Webb	GL Hearn
	Claire	Covington	DBC Strategic Planning
	Yvonne	Edwards	DBC Development Management
	Andy	Parrish	DBC Development Management
	Simon	Coultas	DBC Clean, Safe & Green
	Rob	Cassidy	DBC Clean, Safe & Green
	Bryce	Tudball	DBC Planning
	Dave	Wells	DBC Strategic Planning

**APPENDIX 6**

**NOTICE ADVERTISING PUBLICATION OF HEMEL EVOLUTION CONSULTATION**

**PRESS RELEASE:.....**

Dacorum Borough Council PR 2124 20/04/2012 [For Immediate Release]

Council's cabinet approves exciting step forward in Hemel Hempstead's evolution

Dacorum Borough Council's plans for Hemel Hempstead town centre's regeneration are taking a decisive step forward following proposals agreed by Cabinet for a joint regeneration scheme with fresh food specialist, Morrisons, and West Herts College. The joint plans could see the development of a new supermarket, college, housing and a community-focussed public service hub with a modern library at its heart.

The joint development would see West Herts College's Dacorum campus site off The Marlowes and the adjacent Civic Centre redeveloped to create a state-of-the-art College and a modern Morrisons foodstore. This in turn would allow the Council to deliver plans for a new public service quarter from which a range of public services would be provided, including a new, modern library. The scheme would help to link Hemel Hempstead's „Old Town' and „New Town' and boost activity and footfall in the town centre, while also creating hundreds of jobs in the town.

Councillor Andrew Williams, Leader of Dacorum Borough Council said: "The plans we have discussed with Morrisons and West Herts College will form an important part of our wider plans for the regeneration of the town centre under our Hemel Evolution programme. Through working together I hope that this development project will provide a real boost for the town, and will encourage further investment and regeneration in Hemel Hempstead. In particular it will enable the Council and our partners to bring forward a new, energy efficient facility for everyone to enjoy."

An independent appraisal of the future options for the buildings and organisations located at the northern end of the town centre, on land owned by the Council and other public sector organisations identified that the age and inefficiency of the existing „Civic Block' buildings means that the current arrangement offers poor value for money.

A public service quarter proposes to bring:

- \* benefits to the community, being able to access a wide range of services from a single point,
- \* regeneration of the existing civic block land, bringing investment into the area
- \* economies of scale from sharing facilities and costs across organisations, and
- \* new energy efficient building techniques and new ways of working to reduce running costs.

At their meeting on Tuesday 24 April, Cabinet members endorsed the regeneration approach offered by the joint development scheme, to allow negotiations on the proposed development to be taken forward with the Marlowes library site as the proposed location for the public service quarter building.

The proposed redevelopment and new public service quarter is just one aspect of plans for the wider regeneration of Hemel Hempstead town centre. The „Hemel Evolution' plan, agreed by Cabinet last November, sets out how improvements will be made for the future across seven zones from Hemel Hempstead Old Town through to the Plough (Magic) roundabout area.

Public consultation on some of these plans starts next month, with events in the town centre on Thursday 3 and Saturday 5 May. The events will provide an update on the progress of the regeneration works in the town centre and ask for residents' and visitors' views on plans for the Water Gardens, the Old Town and making the most of the town centre's heritage.

The events are being held in the market next to Bank Court between 11am and 4pm on Thursday 3 May and between 10am and 4pm on Saturday 5 May, providing an update on the progress of the overall town centre works and to consult about the plans for the future. Additionally, on both days, between 12 noon and 6pm in The Old Town Hall, High Street, there will be consultation on the plans for the Old Town.

Cabinet decisions are subject to a five-day call-in period. The final decision will be made by Full Council at a special meeting to be arranged in May.



## Additional information

The Hemel Evolution plan sets out detailed actions for the next five years and beyond that will allow the town centre to evolve according to its vision: “In 2031 Hemel Hempstead town centre will be an appealing, attractive and sustainable destination with a thriving economic centre and a high quality environment. The regeneration and evolution of the town centre will emphasise the natural and cultural assets of the town and celebrate its New Town history and rich heritage. Hemel Hempstead town centre will evolve into a vibrant place where people want to shop, work, live, learn and visit.”

Issued by the Communications Team  
Leida Smith, Communications and Consultation Officer.  
Tel: 01442 228694 Email: [comms@dacorum.gov.uk](mailto:comms@dacorum.gov.uk)

[#RL-2124:634769086464127500#]

**APPENDIX 7**

**HEMEL EVOLUTION EXHIBITIONS AT MARLOWES CENTRE**

24HR DELIVERY

SPORTS DIRECT.COM

HALF PRICE FOOTWEAR

30% OFF

### Hemel Evolution Consultation Event



### Old Town



### Old Town



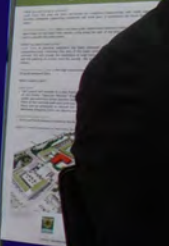
### Old Town

#### Conservation Area Review



### Gade Zone &

### Original Marlowes





OFFICE SUITES AVAILABLE  
Contact: 01246 344420

vodafone

Informational posters on the white trailer, including one with a map and various text blocks.



# Consultation Event

### KEY PROPOSALS

A map showing various colored zones and routes, likely representing different development areas or transport corridors.

### Old Town

#### URBAN DESIGN CHARACTER PLAN

A detailed urban design character plan for the Old Town area, showing a street layout, green spaces, and building footprints.

# Old Town

### Old Town

#### Area Review

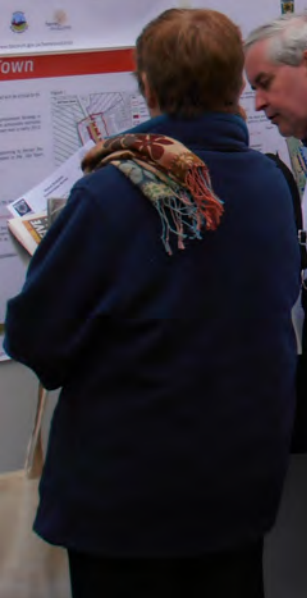
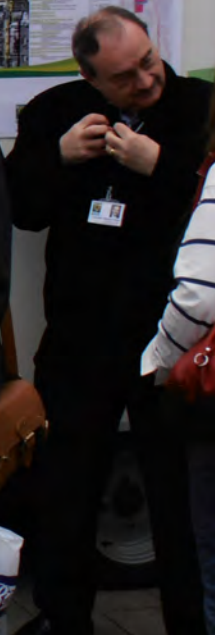
A map of the Old Town area review, showing street patterns, landmarks, and possibly proposed changes.

### Gade Zone & Original Marlowes Zone

Informational text and a map related to the Gade Zone and Original Marlowes Zone, including details about the area's development and planning.

### Marlowes Shopping Zone

Informational text and a map related to the Marlowes Shopping Zone, including details about the area's development and planning.





**APPENDIX 8**

**POSTERS, LEAFLETS AND QUESTIONNAIRE FROM EXHIBITIONS AT MARLOWES  
CENTRE**

## Introduction

Dacorum Borough Council is making improvements to Hemel Hempstead town centre.

### The Vision

In 2031 Hemel Hempstead town centre will be an appealing, attractive and sustainable destination with a thriving economic centre and a high quality environment. The regeneration and evolution of the town centre will emphasise the natural and cultural assets of the town and celebrate its New Town history and rich heritage.

Hemel Hempstead town centre will evolve into a vibrant place where people want to shop, work, live, learn and visit.

We have split the town centre into seven character zones. Each area has a number of key actions which will be delivered in three phases:

### The Character Zones and Development Opportunities

- Phase 1 – by December 2012
- Phase 2 – starting from January 2013
- Phase 3 – January 2017 onwards

- Old Town**  
Enhance the historic character of the Old Town whilst improving traffic flow and pedestrian movement.
- Gade Zone**  
Regenerate the area to provide a mix of uses including the potential for educational, civic, residential and community uses.
- Original Marlowes Zone**  
Improve the appearance and vibrancy of the Original Marlowes Zone as part of the evolving town centre.
- Jellioe Water Gardens**  
Look to restore the Water Gardens to reflect and reinforce their historical significance. Improve access and movement through the town centre and to key locations.
- Hospital Zone**  
Regenerate the area for health, residential, educational and business uses.
- Marlowes Shopping Zone**  
Improve the shopping area to encourage more visitors and shoppers.
- Plough Zone**  
Enhance the area as an important entrance into the town centre.

## Next Steps

We are developing a masterplan which will guide the way that we deliver the regeneration of the town centre.

We will have a draft of the masterplan by summer 2012 which we will be consulting the public on.

The public consultation will be your opportunity to influence the masterplan. Your input will help us to refine and improve it. We will consider all feedback on the draft plan and we will finalise it in autumn 2012.

We will continue to keep you updated about the arrangements for the public consultation via our website, Facebook and Twitter pages and through Dacorum Digest.

### WE ARE HERE

- Retail and major land use
  - Access and movement
  - Urban design
  - Heritage
  - Economy
  - Infrastructure
- We are currently undertaking technical strategies to support the masterplan on:

### Prepare Technical Strategies

### Shaping the draft strategy

We held a workshop with a range of stakeholders representing business, the environment, voluntary and community organisations and landowners. We carried out research and identified the key issues and opportunities.

### Background

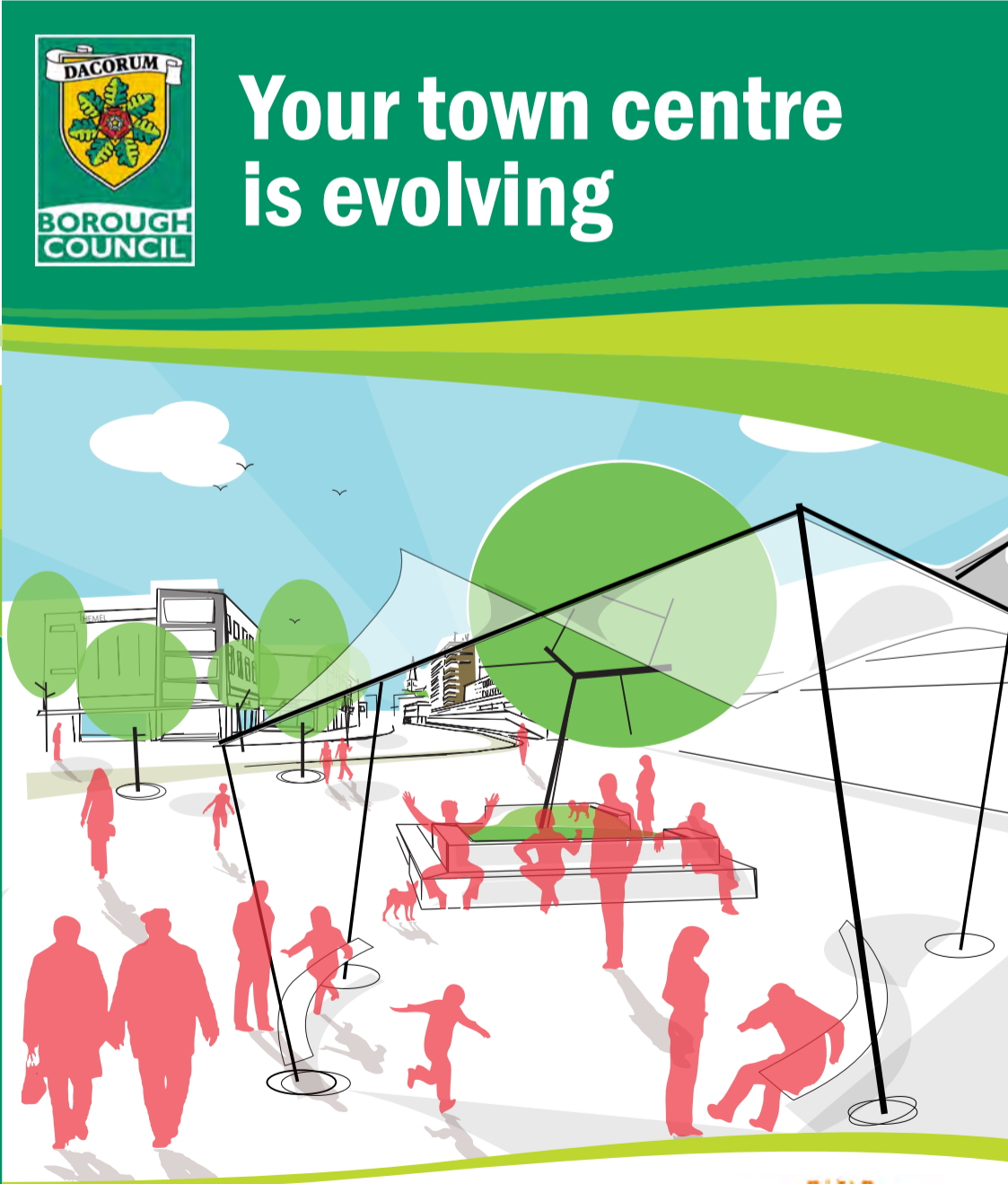
### The Masterplan Process



Strategic Planning and Regeneration  
Dacorum Borough Council  
Civic Centre  
Hemel Hempstead  
Hertfordshire  
HP1 1HH

01442 228000

[www.dacorum.gov.uk](http://www.dacorum.gov.uk)



**Final Masterplan**  
November 2012  
To be endorsed by Council

**Public Consultation**  
Summer 2012  
There will be a six week consultation period, feedback will be reviewed and the plan will be amended to reflect it.

**Draft Masterplan**  
June 2012  
To be approved by Council's Cabinet

**Stakeholder Workshop**  
January 2012  
We will be holding a further workshop with key stakeholders.



## Public Service Quarter

Making public sector services more accessible...

### PHASE 2:

- Creating a new civic facility which brings together existing public services within the town centre

## Gade Zone

Enhancing natural beauty within new developments...

### PHASE 1:

- Supporting the development of a new college

### PHASE 2:

- Exploring options for a new food store
- Enhancing the Market Square
- Considering relocation of the bus station

### PHASES 2 AND 3:

- Supporting residential development
- Creating a riverside walk and cycleway
- Removing unnecessary clutter and designing coordinated paving, street furniture, landscaping and signage improvements

## Marlowes Shopping Zone

Enhancing your shopping experience....

### PHASE 1:

- Creating an outdoor food court
- Improving play and activity equipment
- Improving the layout and appearance of the market

### PHASE 2:

- Introducing feature lighting
- Resurfacing the pedestrianised area

### PHASES 2 AND 3:

- Improving pedestrian, cycle and public transport access and movement through the town centre and to key locations

## Jellicoe Water Gardens

Improving your enjoyment of the Water Gardens and shopping experience....

### PHASE 1:

- Considering options to improve the Water Gardens

### PHASE 2:

- Restoring the Water Gardens to create a unique, high quality space for people to meet, relax and enjoy (subject to funding)
- Improving vehicle access into the car parks

### PHASES 2 AND 3:

- Improving pedestrian, cycle and public transport access and movement through the town centre and to key locations
- Improve Waterhouse Street and connections between the Water Gardens and the rest of the town centre

### PHASE 3:

- Creating a riverside walk and cycleway
- Creating a heritage trail

## Old Town

Making the Old Town more exciting and easier to visit...

### PHASE 1:

- Improving traffic flow and introducing more on-street parking
- Creating a new events space
- Introducing a taxi rank and better links to public transport
- Defining gateways to the High Street
- Improving the built environment

### PHASES 1 AND 2:

- Removing unnecessary clutter and designing coordinated paving, street furniture, landscaping and signage improvements

### PHASES 2 AND 3:

- Bringing new life to the Old Town Hall and The Bury

### PHASE 3:

- Improving public access and movement from Gadebridge Park to The Bury and the High Street
- Creating a new heritage trail

## Original Marlowes Zone

Enhancing your journey through the town centre...

### PHASES 2 AND 3:

- Removing unnecessary clutter and designing coordinated paving, street furniture, landscaping and signage improvements
- Incorporating suitable street trees

## Hospital Zone

Enabling development that meets community needs....

### PHASE 2:

- Supporting proposals to develop a new hospital

### PHASES 2 AND 3:

- Supporting residential, educational and business development
- Improving public access and movement through the town centre

## The Plough Zone

Enabling easier journeys through the town centre....

### PHASE 1:

- Improving the highway

### PHASES 2 AND 3:

- Improving pedestrian and cycle movement

2012

2013

2014

2015

2016

2017

Phase 1

by December 2012

Phase 2

Starting from January 2013

Phase 3

January 2017 onwards



# Hemel Evolution Consultation



**Your town centre is evolving.....**

## **What is the vision for the town centre?**

Our vision is that Hemel Hempstead town centre will evolve into a vibrant place where people want to shop, work, live, learn and visit.

## **Why are your views important?**

The regeneration and evolution of the town centre can only be achieved through a collaborative approach with the public and community led partners.

## **What are the key proposals for the town centre?**

Please refer to the Hemel Evolution Leaflet or [www.dacorum.gov.uk/hemevolution](http://www.dacorum.gov.uk/hemevolution)

## **Who have we consulted so far?**

Landowners, business representatives, land agents and Local Authority and County Council Officers, and Councillors attended two Hemel Hempstead town centre stakeholder workshops in January 2011 and January 2012.

## **How can I be involved?**

You can complete two consultation questionnaires online between Monday 30th April and Friday 25<sup>th</sup> May. These can be accessed at [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation)

There are supporting information leaflets for both Questionnaires; one covering the Hemel Hempstead Old Town Conservation Area Consultation and another covering Dacorum Borough Council and Highway's Old Town Improvements, which is part of the Hemel Evolution Consultation.

The Council is also looking to create a "friends group" for both the Water Gardens and the Old Town to support future Heritage Lottery Fund bids and to help inform the Town Centre Partnership.

If you would like to join either of these groups please register your interest at the consultation event, in the relevant section of Questionnaire 1, or alternatively please email

[hemevolution@dacorum.gov.uk](mailto:hemevolution@dacorum.gov.uk)

## **What are the next steps?**

The Hemel Hempstead Town Centre Masterplan will be ready for consultation in July and August. This sets a 10 year plan for regenerating and developing Hemel Hempstead town centre

[Supporting Information](#)

## Supporting Information leaflet: Dacorum Borough Council and Hertfordshire Highways Old Town Improvements

In December 2010, Hertfordshire Highways investigated the feasibility of a One Way system in the Old Town, this investigation highlighted that the High Street could be operated as a One Way system allowing for pedestrian and highway improvements. It was considered that with the removal of two-way traffic in the Old Town and the provision of additional short term parking could help the vitality of this area. Joint funding from Hertfordshire Highways and Dacorum Borough Council has allowed for a larger scale enhancement aimed at improving the vitality of the Old Town.

This enhancement includes a package of improvements to accompany the one-way system running from Queensway to Piccotts End. Figure 1 below sets out the long-term vision for the High Street.

These include:

- new on street parking and loading bays;
- new events space for markets, fairs and other activities;
- new bus stops and taxi ranks; and
- new seating, signage and street furniture.

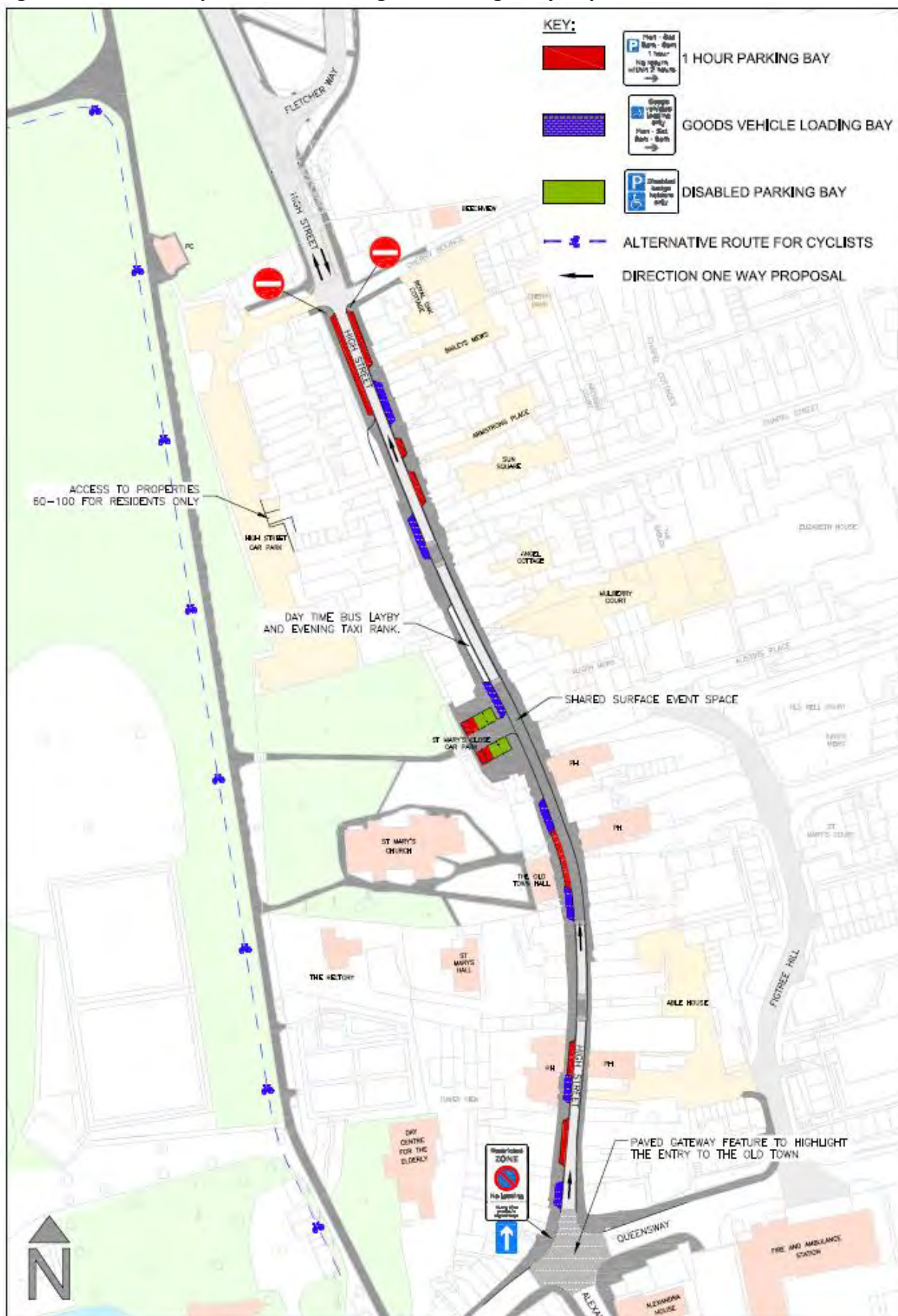
Please refer to the Old Town Highway Improvement Plan overleaf for further information before answering the related Question in the Hemel Evolution Questionnaire.

**Figure 1 – Old Town Highway and Public Realm Improvement Plan**



We would welcome your views on the proposed on-street parking layout and accompanying package of public realm improvements for the Old Town High Street. A more detailed layout is shown overleaf in Figure 2. **Please take the time to make any comments you may have by answering the related question in the Hemel Evolution Questionnaire.**

Figure 2: Technical Specification for High Street Highway Improvements



**Q7.** Please tick the box below if you are interested in joining “Friends of the Old Town”. The Friends of the Old Town will be a new group which will help support and preserve the history of the Old Town and enhance it as a leisure, shopping and residential area.

I am interested in finding out more of the Friends of the Old Town

**Q8.** Please tick the following box if you would like to enter the free prize draw for your chance to win a £200 gift voucher donated by the Marlowes Shopping Centre.

I would like to enter the free prize draw

If you have ticked yes to either Q7 or Q8, please provide your name, address and a contact email address below:

Name: .....

Address:.....

.....

Contact email address: .....

The following questions are part of Dacorum Borough Council’s equal opportunities monitoring to ensure we are reaching all members of our community. The information requested is to be used for the purposes of this survey only and will be processed in accordance with the Data Protection Act.

**Q9.** Are you: Male  Female

**Q10.** Please tell us which age group you are in  
 16-18  19-24  25-34  45-64  65 years or over

**Q11.** Do you consider yourself to have a disability  
Yes  No  Prefer not to say

**Q12.** How would you describe your ethnic origin  
 White  Black/black British  Mixed  Asian  Asian/British  
 Other, please specify

Thank you for taking the time to complete this survey. These findings will help us preserve and enhance the Hemel Hempstead Old Town Conservation Area. Should you have any questions please contact Fiona Webb in Conservation & Design on (01442) 228509 or email [Fiona.webb@dacorum.gov.uk](mailto:Fiona.webb@dacorum.gov.uk).

If you would like the results of this survey please contact Claire Covington on (01442) 228788 or email [Claire.covington@dacorum.gov.uk](mailto:Claire.covington@dacorum.gov.uk).

Please return completed forms either by hand to Reception at the Civic Centre, Hemel Hempstead or by post to Strategic Planning & Regeneration, Civic Centre, Marlowes, Hemel Hempstead, Herts, HP1 1HH.



## Hemel Hempstead Old Town Conservation Area Consultation Survey



Please take a few minutes to fill in this survey and be in with a chance to win a £200 gift voucher donated by the Marlowes Shopping Centre. Your participation will help us to understand what you think is important about the character and appearance of Hemel Hempstead Old Town and how you wish to see it enhanced in the future.

It's essential you refer to the Old Town exhibition boards before answering the following questions, or pick up the supporting information leaflet - Hemel Hempstead Old Town Conservation Area Consultation. The survey and supporting documents can also be found online at [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation). Consultation closes on Friday, 25<sup>th</sup> May 2012.

### What is a conservation area?

A conservation area is ‘an area of special architectural or historic interest - the character of which it is desirable to preserve or enhance’, Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990.

Conservation areas are based on areas of architectural and historic interest which will include individual buildings, groups of buildings or landscape features. It is the quality and interest of areas in their entirety, rather than that of individual buildings or features, which defines the special character of a conservation area.

### Why preserve and enhance conservation areas?

People value the historic environment highly - they appreciate the ‘sense of place’ and identity derived from old buildings, traditional materials and important open spaces often complimented by the natural environment. In seeking to preserve and enhance the ‘special’ character and appearance of a conservation area, emphasis is placed on managing change - through planning, listed building applications, repairs and alterations, proposals for advertisements, and works to trees and highways.

### What is a conservation area appraisal?

A conservation area appraisal defines, summarises and gives value and significance to the features and elements of special interest within a conservation area. In doing so they help inform our decision-making and help us to formulate proposals for the preservation and enhancement of conservation areas.

**Q1.** When looking at the details which make up the character of the Hemel Hempstead Old Town Conservation Area how important are the following to you? (Please tick one box on each line).

	Very important	Fairly Important	Not very important	Not at all important	No opinion
Retaining traditional shop fronts					
Using matching materials and accurate architectural detailing on building extensions and alterations					
Using colours and style of signage on shop fronts which is in keeping					
Selecting traditional colours of paint for brickwork and render					
Using high quality materials on footpaths such as stone, cobbles and granite					
Retaining views to the spire of St Mary's Church					
Keeping traditional roof finishes such as red clay tiles and original chimney stacks					
Limiting the impact of modern fixtures on the street scene, for example not allowing satellite dishes					
Retaining the alleyways and lanes between buildings					
Retaining other views					

**Q2.** Do you agree or disagree that the following areas in the Hemel Hempstead Old Town conservation area have their own particular character? (Please tick one box on each line)

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The High Street					
St Mary's Church, the Bury and the edge of Gadebridge Park					
The lower level of the High Street (including Enchanted Castle and Chiangmai Cottage)					

If you disagree or strongly disagree with any or all of the character areas in Q2 please tell us why below

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**Q3.** We have identified a number of individual and groups of buildings which we consider make a positive contribution to the Hemel Hempstead Old Town conservation area. These are shown on the exhibition boards, Hemel Hempstead Old Town Conservation Consultation leaflet and on line at [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation). The buildings we think make a positive contribution to the conservation area include the Bury Lodge, 85 High Street (Albertos) and a number of residential buildings. Do you ... (please tick one box)

- Agree with this analysis
- Disagree with this analysis

If you don't agree, please tell us why

.....

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**Q4.** We have proposed three amendments to the boundary of the Hemel Hempstead Old Town conservation area. Do you agree or disagree with these suggested changes? (Please tick one box)

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Proposed removal from the conservation area – green space north of nos 108 (west side – part of Gadebridge Park) and 111 (east side)					
Proposed addition to the conservation area – area to the rear of nos 75 (Old Town Angling) to 85 High Street (Albertos) including nos 9, 10 and 11 Sun Square					
Proposed addition to conservation area – area to the rear of nos 41 (Olde Kings Arms) to 51 High Street (The Old Bell) including sections of footpath (formerly highway)					
None of the above, the present boundary of the conservation area is correct.					

**Q5.** Do you have any other comments regarding the Hemel Hempstead Old Town Conservation Area?

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**Q6.** Please tell us if you ..... (please tick all that apply)

- Work in Dacorum  Live in Dacorum  Visitor to Dacorum

**Q10.** What would encourage you to visit the town centre more frequently/stay for longer?

.....  
 .....  
 .....  
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**Q11.** Please tell us if you ..... (please tick all that apply)

Work in Dacorum  Live in Dacorum  Visitor to Dacorum

**Q12.** Please tick the box below if you are interested in joining a “Friends of the Old Town”. The Friends of the Old Town will be a new group which will help support and preserve the history of the Old Town and enhance it as a leisure, shopping and residential area.

I am interested in finding out more of the Friends of the Old Town

**Q13.** Please tick the box below if you are interested in joining a “Friends of the Water Gardens” group to support a future Heritage Lottery Fund bid to secure funding for their restoration.

I am interested in finding out more of the Friends of the Water Gardens

**Q14.** Please tick the following box if you would like to enter the free prize draw for your chance to win a £200 gift voucher donated by the Marlowes Shopping Centre.

I would like to enter the free prize draw

If you have ticked yes to either Q12, Q13 or Q14, please provide your name, address and a contact email address below:

Name: .....

Address:.....

Contact email address: .....

The following questions are part of Dacorum Borough Council’s equal opportunities monitoring to ensure we are reaching all members of our community. The information requested is to be used for the purposes of this survey only and will be processed in accordance with the Data Protection Act.

**Q15.** Are you Male  Female

**Q16.** Please tell us which age group you are in  
 16-18  19-24  25-34  45-64  65 years or over

**Q17.** Do you consider yourself to have a disability  
 Yes  No  Prefer not to say

**Q18.** How would you describe your ethnic origin  
 White  Black/black British  Mixed  Asian  Asian/British  
 Other, please specify

**Thank you for taking the time to complete this survey. Please return the form to Strategic Planning and Regeneration, Dacorum Borough Council, Marlowes, Hemel Hempstead, HP1 1HH.**

These findings will help us realise the Hemel Evolution vision. Should you have any questions please contact Strategic Planning and Regeneration on (01442) 228352 or email [hemevolution@dacorum.gov.uk](mailto:hemevolution@dacorum.gov.uk). If you would like the results of this survey please contact Claire Covington on (01442) 228788 or email [Claire.covington@dacorum.gov.uk](mailto:Claire.covington@dacorum.gov.uk).



## Hemel Evolution Consultation Survey



Our vision is that Hemel Hempstead will evolve into a vibrant place where people will want to shop, work, live, learn and visit. Please take a few minutes to fill in this survey and be in with a chance to win a £200 gift voucher donated by the Marlowes Shopping Centre. Your support and guidance will help us achieve the Hemel Evolution vision.

Please refer to the exhibition panels before filling in this survey and the supporting information leaflet – Dacorum Borough Council and Hertfordshire Highways Old Town Improvements. The survey and supporting documents can also be found online at [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation). Consultation closes on Friday, 25<sup>th</sup> May 2012.

### The Old Town

**Q1.** Considering the Old Town, please tell us to what extent do you agree or disagree with the following statements? (please tick one box on each line)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There is the right balance of uses in the Old Town (shops, pubs, restaurants, services, homes etc)					
The Old Town is a safe place for residents, visitors and shoppers					
There is enough parking for residents in the Old Town					
There is enough parking for visitors and shoppers in the Old Town					

**Q2.** Which of the following would be your top 5 priorities for improving the Old Town? (Please select up to 5 from the list below by ticking the right hand column)

Encouraging more visitors/shoppers to the Old Town during the daytime	
Increasing the range of shops and services available in the Old Town	
Using St Mary’s Square for special events, entertainment or space for refreshments (this will reduce the amount of parking)	
More frequent markets	
More frequent special events	
More heritage interpretation – information boards, heritage plaques, trails etc	
A new local museum for Dacorum (this could be in the Bury)	
General improvements and repairs to buildings	
Improving signage on shop fronts	
Improvements to the public realm – new street lighting, benches, bins and signage	
Better transport connections between the Old and New Town	
Better signage between the Old and New Town	
More bus services to the Old Town	
Improving the footpaths and connections to Gadebridge Park	

**Q3.** Please tell us what you like and/or dislike about the proposals set out in the Old Town Highway and Public Realm Improvement Plan? (This is shown on the exhibition boards, supporting information leaflet - Dacorum Borough Council and Hertfordshire Highways Old Town Improvements and online at [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation))

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**Water Gardens**

**Q4.** To what extent do you agree or disagree with the following statements...(please tick one box on each line)

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The Water Gardens are a pleasant route through the town centre					
I feel safe visiting the Water Gardens during the <b>day</b>					
I feel safe visiting the Water Gardens during the <b>evening</b>					
The bridges and footpaths of the Water Gardens are convenient and accessible					
The Water Gardens are an important feature of Hemel Hempstead's New Town heritage					

**Q5.** Which of the following would be your top 5 priorities for improving the Water Gardens? (Please select up to 5 from the list below by ticking the right hand column.)

Greater efforts to preserve its original features	
Improved footpaths	
More directional signage	
Refurbishment of seating platforms	
Additional seating	
Restoration of artworks	
Repair of the bridges over the water	
Reinstatement of the river banks	
New and improved planting	
Removal of trees to improve visibility	
Restoration of islands in the lake	
Erection of story boards on the history of the Gardens	
Better access for people with disabilities	
More regular volunteer/community events	
A community building for activities and events	
Introduction of catering facilities e.g. a cafe	
More active uses along Waterhouse Street (cafes, restaurants and leisure activities)	
Removal of geese	

Do you have any other suggestions as to how the Water Gardens could be improved?

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**Hemel Hempstead Town Centre**

**Q7.** Considering Hemel Hempstead Town Centre, to what extent do you agree or disagree with the following statements? (please tick one box on each line)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There is the right balance of uses in the main shopping area (shops, offices, community facilities, leisure and catering, homes etc)					
The main shopping area, Waterhouse Street and market square is vibrant during the evening					
The main shopping area is easily accessible by public transport					
The main shopping area is easily accessible to pedestrians and cyclists					
There is enough parking for shoppers					
The public realm in the main shopping area is in good condition (for example, seating, pavements, lighting etc)					
Pedestrian and cycling routes encourage movement between the main shopping area and other areas of the town centre including the Water Gardens and the Old Town					

**Q8.** Which of the following would be your top 5 priorities for improving the town centre? (Please select up to 5 from the list below by ticking the right hand column.)

Encourage more independent shops	
More homes near to the main shopping area	
Add a new anchor store (eg supermarket or department store) to the north of the main shopping area between the pedestrianised area and the Old Town	
Increase activity in and around the market square	
Encourage more family based leisure and catering facilities	
Encourage a more vibrant evening economy outside of the Old Town	
More special events/speciality markets	
Enhance the public realm (paving, seating, lighting etc)	
Improve access into the town centre via public transport	
Improve pedestrian and cycle access into the town centre	
Improve pedestrian and cycle routes between the main shopping area and other areas of the town centre including the Water Gardens and the Old Town	
Open up the River Gade as a new north-south pedestrian and cycle route	
Additional short-stay car parking	
Better access for people with disabilities	
Make a greater feature of the New Town Heritage	
Improve the appearance of vacant shop frontages	
Improve the appearance and layout of the street market	
Improve the bus station and associated facilities	

**Q9.** Do you have any other suggestions as to how the town centre could be improved?

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**APPENDIX 9**

**SUMMARY OF RESULTS OF SURVEY AND ADDITIONAL COMMENTS**

## **Summary Analysis of Hemel Evolution Questionnaire** **Given to members of the public between 5<sup>th</sup> and 25<sup>th</sup> May 2012**

### **Old Town area –**

Overall it was felt that the balance of shopping, restaurants and housing was ‘about right’ but the level of parking for both residents and visitors was not sufficient. It was felt that in order to improve the area we could encourage more visitors to the town by improving footpath connections between other areas in Hemel, carryout general improvements of repairs to buildings, increase the range of shops and services and hold more frequent special events.

### **Water Gardens –**

It was encouraging to note that a high number of residents felt that the Water Gardens are very important feature of Hemel Hempstead’s heritage and that its preservation was a priority. Most people felt that Garden’s were easily accessible and a pleasant experience during the daytime, but the area did not feel safe after dark. To improve this the residents felt that by refurbishing the seating areas, making some repairs to the bridges, adding new and improved planting, restoring the river bank and islands in the lake would improve the overall area.

### **Hemel Hempstead Town Centre –**

Most people felt happy to visit the town from other areas as it was easily accessible by foot and cycle and public transport with plenty of visitors parking, however it was felt that by improving pedestrian and cycle access between the areas of the old town and water gardens this would encourage even more visitors. Whilst the visitors to the town felt happy with the balance of retail use they suggested a further mix of shops, services etc. By trying to increase the activity in the market square area, improving the layout of the new market area and encouraging a more vibrant evening economy this together would create an exciting Hemel Town Centre.

In conclusion it is felt that this survey adequately represents the views of local residents, visitors, all age ranges, ethnic backgrounds and people with disabilities. It was encouraging to note that the comments appear to focus on the aesthetic appearance and local facilities of the Town, Old Town and Water Gardens, all of which were already under consideration by the Council and that both visitors and local residents do not feel excluded in any way to visit Hemel Hempstead Town centre.

# Hemel Evolution Consultation ..... plus Free Prize Draw

**Our vision is that Hemel Hempstead will evolve into a vibrant place where people will want to shop, work, live, learn and visit.**

**Survey closes midnight on Friday 25 May 2012**

## OLD TOWN

- 1. Considering Hemel Hempstead Old Town, please tell us to what extent you agree or disagree with the following statements (please tick one circle on each line)**

	<i>Strongly agree</i>	<i>Agree</i>	<i>Neither agree or disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>
There is the right balance of uses in the Old Town (shops, pubs, restaurants, services and houses etc)	11 (5.6%)	77 (39.1%)	43 (21.8%)	61 (31.0%)	5 (2.5%)
The Old Town is a safe place for residents, visitors and shoppers	19 (9.6%)	102 (51.5%)	48 (24.2%)	28 (14.1%)	1 (0.5%)
There is enough parking for residents in the Old Town	5 (2.6%)	23 (11.8%)	65 (33.3%)	76 (39.0%)	26 (13.3%)
There is enough parking for visitors and shoppers in the Old Town	7 (3.6%)	48 (24.6%)	23 (11.8%)	70 (35.9%)	47 (24.1%)

- 2. Which of the following would be your top 5 priorities for improving the Old Town (please select up to five from this list)**

115 (58.4%)	<i>Encouraging more visitors/shoppers to the Old Town during the daytime</i>
122 (61.9%)	<i>Increasing the range of shops and services available in the Old Town</i>
54 (27.4%)	<i>Using St Mary's Square for special events,entertainment or space for refreshments (this will reduce the amount of parking)</i>
76 (38.6%)	<i>More frequent markets</i>
78 (39.6%)	<i>More frequent special events</i>
50 (25.4%)	<i>More heritage interpretation - information boards, heritage plaques, trails etc</i>
68 (34.5%)	<i>A new local museum for Dacorum (this could be in the Bury)</i>
104 (52.8%)	<i>General improvements and repairs to buildings</i>
21 (10.7%)	<i>Improving signage on shop fronts</i>
73 (37.1%)	<i>Improvements to the public realm such as new street lighting, benches, bins and signage</i>
45 (22.8%)	<i>Better transport connections between the Old and New Town</i>
23 (11.7%)	<i>Better signage between the Old and New Town</i>
36 (18.3%)	<i>More bus services to the Old Town</i>
77 (39.1%)	<i>Improving the footpaths and connections to Gadebridge Park</i>

- 3. Please tell us what you like and/or dislike about the proposals set out in the *Old Town Highway and Public Realm Improvement Plan?* (This can be found next to this survey on [www.dacorum.gov.uk/consultation](http://www.dacorum.gov.uk/consultation) - supporting information leaflet *Dacorum Borough Council and Hertfordshire Highways Old Town Improvement*)**

104 (100.0%)

## WATER GARDENS

### 4. Thinking about the Water Gardens please tell us to what extent you agree or disagree with the following statements..... (please tick one box on each line)

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
The Water Gardens are a pleasant route through to the town centre	28 (14.3%)	64 (32.7%)	36 (18.4%)	54 (27.6%)	14 (7.1%)
I feel safe visiting the Gardens during the <b>day</b>	25 (12.7%)	113 (57.4%)	30 (15.2%)	21 (10.7%)	8 (4.1%)
I feel safe visiting the Gardens during the <b>evening</b>	5 (2.6%)	24 (12.5%)	48 (25.0%)	67 (34.9%)	48 (25.0%)
The bridges and footpaths of the Water Gardens are convenient and accessible	21 (10.8%)	108 (55.4%)	33 (16.9%)	28 (14.4%)	5 (2.6%)
The Water Gardens are an important feature of Hemel Hempstead's New Town heritage	97 (49.0%)	61 (30.8%)	24 (12.1%)	13 (6.6%)	3 (1.5%)

### 5. Which of the following would be your top 5 priorities for improving the Water Gardens? (please select up to 5 from the list below)

- 99 (49.7%) *Greater efforts to preserve its original features*
- 63 (31.7%) *Improved footpaths*
- 10 (5.0%) *More directional signage*
- 66 (33.2%) *Refurbishment of seating platforms*
- 42 (21.1%) *Additional seating*
- 52 (26.1%) *Restoration of artworks*
- 70 (35.2%) *Repair of the bridges over the water*
- 61 (30.7%) *Reinstatement of the river banks*
- 77 (38.7%) *New and improved planting*
- 28 (14.1%) *Removal of trees to improve visibility*
- 70 (35.2%) *Restoration of islands in the lake*
- 39 (19.6%) *Erection of story boards on the history of the Gardens*
- 38 (19.1%) *Better access for people with disabilities*
- 23 (11.6%) *More regular volunteer / community events*
- 26 (13.1%) *A community building for activities and events*
- 58 (29.1%) *Introduction of catering facilities e.g. a cafe*
- 67 (33.7%) *More active uses along Waterhouse Street (cafes, restaurants, bars, leisure activities)*
- 54 (27.1%) *Removal of geese*
- 13 (6.5%) *Other (please specify below)*

## HEMEL HEMPSTEAD TOWN CENTRE

### 6. Considering Hemel Hempstead Town Centre, please tell us whether you agree or disagree with the following statements. (Please tick one circle on each line)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
There is the right balance of uses in the main shopping area (shops, offices, community facilities, leisure and catering, homes etc)	11 (5.6%)	76 (39.0%)	41 (21.0%)	40 (20.5%)	27 (13.8%)
The main shopping area, Waterhouse Street and market square is vibrant during the evening	2 (1.0%)	15 (7.7%)	54 (27.8%)	76 (39.2%)	47 (24.2%)
The main shopping area is easily accessible by public transport	21 (10.7%)	111 (56.6%)	39 (19.9%)	22 (11.2%)	3 (1.5%)
The main shopping area is easily accessible to pedestrians and cyclists	28 (14.6%)	114 (59.4%)	29 (15.1%)	14 (7.3%)	7 (3.6%)
There is enough parking for shoppers	27 (14.0%)	94 (48.7%)	29 (15.0%)	28 (14.5%)	15 (7.8%)

The public realm (seating, pavements, lighting etc) in the main shopping area is in good condition	8 (4.1%)	64 (32.8%)	43 (22.1%)	51 (26.2%)	29 (14.9%)
Pedestrian and cycling routes encourage movement between the main shopping area and other areas of the town centre including the Water Gardens and the Old Town	4 (2.1%)	56 (28.7%)	64 (32.8%)	56 (28.7%)	15 (7.7%)

**7. Which of the following would be your top 5 priorities for improving the town centre? (please select up to 5)**

- 96 (49.0%) *Encourage more independent shops*
- 13 (6.6%) *More homes near to the main shopping area*
- 75 (38.3%) *Add a new anchor store (e.g. supermarket or department store) to the north of the main shopping area between the pedestrianised area and the Old Town*
- 80 (40.8%) *Increase activity in and around the market square*
- 51 (26.0%) *Encourage more family based leisure and catering facilities*
- 69 (35.2%) *Encourage a more vibrant evening economy outside of the Old Town*
- 65 (33.2%) *More special events/speciality markets*
- 56 (28.6%) *Enhance the public realm (paving, seating, lighting etc)*
- 18 (9.2%) *Improve access into the town centre via public transport*
- 15 (7.7%) *Improve pedestrian and cycle access into the town centre*
- 29 (14.8%) *Improve pedestrian and cycle routes between the main shopping area and other areas of the town centre including the Water Gardens and the Old Town*
- 56 (28.6%) *Open up the River Gade as a new north-south pedestrian and cycle route*
- 51 (26.0%) *Additional short-stay car parking*
- 28 (14.3%) *Better access for people with disabilities*
- 27 (13.8%) *Make a greater feature of the New Town Heritage*
- 80 (40.8%) *Improve the appearance of vacant shop frontages*
- 75 (38.3%) *Improve the appearance and layout of the street market*
- 54 (27.6%) *Improve the bus station and associated facilities*

**8. Do you have any other suggestions as to how the town centre could be improved?**

140 (100.0%)

**9. What would encourage you to visit the town centre more frequently / stay for longer?**

165 (100.0%)

**10. Please tick if you would like more information about joining the 'Friends of the Old Town'. The Friends of the Old Town will be a new group which will help to support and preserve the history of the Old Town and enhance it as a leisure, shopping and residential area.**

35 (100.0%)

**11. Please tick the box if you would like more information about joining 'Friends of the Water Gardens', a group supporting a future Heritage Lottery Fund bid to secure funding for the Water Gardens restoration.**

41 (100.0%)

**12. Please tick the box if you would like to enter the free prize draw to win a £200 gift voucher donated by the Marlowes Shopping Centre.**

95 (100.0%)

13. \* If you have ticked any of the above statements please provide your name and postal /email address here. The information requested will be processed in accordance with the Data Protection Act.

Name: 112 (100.0%)  
Address: 104 (100.0%)  
Email Address: 98 (100.0%)

14. Please tell us if you ..... (please tick all that apply)

39 (20.0%) *Work in Dacorum*  
180 (92.3%) *Live in Dacorum*  
14 (7.2%) *Visitor to Dacorum*

The following questions are part of Dacorum Borough Council's equal opportunities monitoring to ensure we are reaching all members of our community. The information requested is to be used for the purposes of this survey only and will be processed in accordance with the Data Protection Act.

15. Are you...?

48 (39.0%) *Male*  
75 (61.0%) *Female*

16. Please tell us which age group you are in

0 (0.0%) *16 - 18*  
4 (3.2%) *19 - 24*  
22 (17.7%) *25 - 34*  
19 (15.3%) *35 - 44*  
49 (39.5%) *45 - 64*  
30 (24.2%) *65 years or over*

17. Do you consider yourself to have a disability

16 (12.7%) *Yes*  
108 (85.7%) *No*  
2 (1.6%) *Prefer not to say*

18. How would you describe your ethnic origin?

120 *White*  
(98.4%)  
0 (0.0%) *Black / black British*  
0 (0.0%) *Mixed*  
1 (0.8%) *Asian*  
1 (0.8%) *Asian / British*  
*Other, please specify*  
1 (100.0%)

You can find out more information about Hemel Hempstead Town Centre regeneration at [www.dacorum.gov.uk/hemevolution](http://www.dacorum.gov.uk/hemevolution) or email [hemevolution@dacorum.gov.uk](mailto:hemevolution@dacorum.gov.uk).

## "Q3"

### " Please tell us what you like and/or dislike about the proposals set out "

"Agree to improve lighting, signage and transport connection to the Marlows."

"I agree that a 1 way system will reduce congestion which can only be good."

"The one-way system - it should be done immediately!"

"I like the idea of the cafe in St Marys square but do not like the idea of fixed seating as that will limit the area for events that already go on [Halloween and Victorian evenings] For example the Christmas tree underground housing is situated where you have tables and chairs.....so will there be no Christmas tree. Also the seating on the right hand side of the square will be right outside office windows which is a bit odd. So I am all for levelling it and making it more versatile but I think fixed seating and tables will be a nightmare. They will also be a place for drunks/drinkers to converge at night!!"

"There isn't really a reason why people would shop in the Old Town, it's full of restaurants and bars"

"The whole of the old town should be car free"

"I like the idea of an events space for markets etc. Making the old town one-way only is a very sensible idea."

"dislike: possible reinstatement of traditional red telephone box"

"Parking restrictions limited to one hour are not appealing to visitors to restaurants/hairdressers etc. Resident parking availability needs to be a priority via concessionary permits for on street facility. Remove all unsightly double yellow lines from the conservation area. Support of Old Town businesses is vital from DBC to see growth in the area and attract others."

"I like the idea of a one way system"

"Old Town - think it is a good idea to redefine the area removing unnecessary clutter and linking the area more with the new town. Public Realm - excellent idea to improve the old market area - this space feels very lost at the moment."

"I particularly like the idea of increased parking (and the proposal of on street parking and loading bays) seems appropriate. We usually go to the Old Town if there is ever a special event and have been going to the Halloween night for years so the proposal for new events space for markets, fairs and other activities is really positive."

"I like that there is some thought into an important part of Hemel Hempstead"

"I think it is very important that we have a Museum. I like the one way proposal. Do not dislike anything."

"I WOULD LIKE TO KNOW WHAT STEPS WILL BE TAKEN TO STOP THE TRAFFIC GOING UP FLETCHER WAY, INTO TOWNSEND CHURCH STREET, ALLANDALE, AND BACK TO QUEENSWAY, AS THIS IS A HIGHLY POPULATED AREA, WOULD SLEEPING POLICEMAN BE INSTALLED THIS COULD PUT OFF SOME MOTORISTS. ALSO CONCERNED ABOUT MOTORISTS USING THE LANE WHICH CUTS DIRECTLY THROUGH THE PARK ONTO THE LEIGHTON BUZZARD ROAD, WILL THIS BE CLOSED OFF/MADE INTO ONE WAY, AGAIN SAFETY TO THE PUBLIC ENTERING AND LEAVING THE CAR PARK."

"I have been a business owner in the Old Town for a number of years, I have never seen any car accidents involving pedestrians, so feel the road is fine as a two way street."

Due to the large car parks in the Old Town, we never have parking issues with staff or clients. It feels as if this scheme is trying to solve a problem that does not exist and funds could be better deployed elsewhere."

"The museum and the supermarket"

"The town really needs a museum"

"The Old Town is crying out for some kind of uniformity of message. Difficult to explain, however if you have the time have a look at the London Court Arcade in Perth, Western Australia. The local management has ensured a standardised look so that there is nothing outlandish or out of keeping with the street. I feel also that there is no simple answer to parking.....just stop all parking and make the street a pedestrian walk-way from say 10am to 10pm"

"I like the whole idea. The street may not be as cramped."

"Generally favorable to the proposals suggested"

"I like the cycle access, dislike the parking on High Street, would be better is no parking and made one way if possible. More secure parking for cycles. No disable parking either on the High street as this always causes problems trying to get around the obstructing vehicles safely unless if was one way."

"am not sure, feeling quite neutral about it all"

"I like the new parking plans and events space"

"I dont like the idea of shared space for people and cars. I dont think this ever works properly - it is dangerous for pedestrians who dont realise it is shared space - and is just a cheap way of pretending there are better services than there are. ban cars altogether or keep cars and people separate. Cars should be directed to car park and then remaining areas pedestrianised - it is not a long road and people can walk up and down it without cars"

"I like the paved gateway to the Old Town, also a one way traffic."

"Intention to improve the Old Town. We live at 69 High Street and are very concerned about noise from the proposed 'taxi rank' you are proposing right opposite our flat. The extra noise created by such a gathering of cars/people would be a real nuisance to the several residential flats in the area. Please consider moving the taxi-rank to further up this high street"

"None, all sounds good."

"I like the idea of an entertainment space and possibly a cafe on the ground floor of the Town Hall. I like the idea of alternative uses for The Bury and making it more integral into Gadebridge Park. I think it is important that the shop fronts are more in keeping with the age and style of the buildings within the town."

"the one way system may be a good idea but i dont think that the parking will be improved greatly by being able to park along the highstreet."

"Unknown"

"A one-way system has been talked about for many years - this will be a huge improvement to the old town. I also like the fact that the old town will have a new event space."

"I like the one way street improvement the most. I think it will allow people who drive through the opportunity to stop and browse, whereas now when you drive through your dodging oncoming cars all the time. I think it will make the Old High Street safer for both pedestrians and cars."



"It's looks really good"

"The one way street plan and pedestrian friendly atmosphere, give the shops more room to expand into the street"

"Whilst keeping the buildings sensitively repaired and maintained, the classical features of the are need to be maintained. It should not be a remote extension of the Marlowes. It needs to keep its character and heritage."

"Hoping no old buildings will not be drastically altered, just tired up, cleaned and restored to a good state."

"None"

""Next to this survey"" is not really much help. A link would have been much more imaginative."

"For a start bringing in a lap dancing club to a street where members of the public would like to go to. This will of course lower the tone of the place,"

"looks ok on paper but will it end up a disaster"

"It's about time something was done to our beautiful old High Street."

"I feel this is going to totally destroy the character that the old high street has, Sometimes things are better left alone & not changed just for the sake of it."

"I find that the council is all talk, survey's & consultation's & very little will be done, as it has already been decided."

"I'm in favor of the long term vision proposals, however the road through the high street is quite thin in parts as it is, with paths along at least one side being a bit narrow, I can't exactly picture the on street parking in reality, even if the route was made one way, I could be wrong though, I'm just working off of my memory of the street since I have not been up that way in a while. Additionally, regarding the short stay parking - I noticed from the diagram that this parking would be a pay and display, however I think it'd be unfair to charge for short stays. I think the public would find it much more preferable and friendly to be able to park for the first 30 minutes free then charge for stays over 30 minutes. There are a few shops up that road which people will just pop in to for a few minutes to pick up a pint of milk or scratch card then be on their way. Seems a bit unfair to charge them for a full hours stay just for the convenience of being able to drive outside of the shop when they only need to be there for a few minutes."

"A lot has been written over the years about the isolation of the Old Town from the New Town. I suggest that much of this is due to the lack of visual and physical linkage between the two. Some of this has been addressed in the plans, but there is an opportunity to do more. Visually, there is a disconnect between the old buildings of the old High Street, including the Bury, and the harsh modern boxes of the college. Plus the incongruity of the old church stuck in the middle of these boxes and the Civic Centre. Add to this the awful view from the Bury across the road to the college. Any new developments around this corner must be sensitive to the Old High Street, the Bury, the old shop frontages opposite the college and the very understated entrance to Gadebridge Park. There needs to be a facade to any new college buildings that is in keeping with the old church, the Old High Street, etc, and reinforce a strong visual link between the old and new parts of the town centre and Gadebridge park, in a phased approach. Additionally, there needs to be considerable thought given to the physical link. It is impossible to safely walk between the college and Gadebridge Park and Old High Street due to a three lane road. Nobody wants to cross if they avoid it, and this applies to both ends of the road, one leading into the Gadebridge Park car park, the other into the Gadebridge Park entrance. No wonder there is a feeling of isolation of the Old High Street. I am happy to discuss my concerns in more detail if required."

"Generally in agreement. We need to attract more people back into the old town without ruining it. It does need some TLC in places. Some of the old shop fronts etc need sympathetic restoration ASAP before they deteriorate any further. Remove all unnecessary street clutter. Ensure local business understand and respect any changes in external decor must be not be allowed to degrade the overall appearance and mood of the Old Town High Street in anyway. eg. The Queens Head's external decor has ruined the appearance of this once lovely public house!!!"

"I think it very unlikely that the existing bus routes 2 & 3 will come back to using the High Street on a one way basis. This would limit any potential use of a bus stop to routes 30, 31 and X31 (and here of course on a one way basis). I cannot see any other provision being viable. Hence I cannot see provision of a bus layby being justified or at the very least it needs full discussion with bus operators."

"One way traffic is a long overdue improvement as well as the provision of more short term parking, which will hopefully encourage more shoppers and visitors to the area. I apologise for this reply being a day late, it took an awful long time to read through all the documents."

"No parking in the actual High Street allowing a bus to run through"

"no parking on the actual high street. buses could then be used."

"The old town owners of property see it as a means of getting money from DBC. They will benefit from public money spent"

"Better connection to Gadebridge Park"

"The Old Town is really just an historic place and should be kept as such. There are ample shops etc in Marlowes."

"I like the fact there will be a new supermarket. We could do with an Aldi or a Lidl as well."

"Likes: one way system, footpath improvements. Plan for St Mary's Close Dislikes: parking in front of sunken footpath, in front of railings"

"Better link to Marlowes and Old Town. After Old Market is horrible, I never go past it."

"I like most of the proposals and I think the improvements will be a real upgrade to this beautiful historic area. I have concerns regarding the removal of parkland and greenspace to the north of the High Street unless there are TPOs on the present trees. Need for recycling bins in car park (unobtrusive and as far away from residential properties as possible)"

"I think the one way traffic system will assist both vehicular and pedestrian access and allow short-term parking - however feel further parking is needed (where will the current car park be moved to?)"

"Make sure there is a lot of free parking on the High Street during the day but not for business use. Use the boxmoor system i.e. first hour free - but still get ticket"

"More parking should encourage more visitors. So could better footpaths from the park."

"About right"

"The public consultation will provide a reasonable guide to public support. This must be acted upon but subject to regular review in the future."

"Why is it taking so long to implement the one-way system"

"Like - improving traffic flows and on-street parking, better public transport, bringign new life to the town, creating a heritage trail"

"One way system is needed."

"Didnt see this board but I would like to save and restore our heritage. We have a lot of history to preserve. Make Hemel Hempstead beautiful again."

"It is a nice, quiet, friendly area at the moment. Do not jeopardise this."

"One way system and control of parking. St Mary's church must be the focus and enhance the ways into the park. Clear access to aprk. Public toilets and information boards are a must. I walk the Old Town and these are things that concern visitors and spoil enjoyment."

"Needs a little more vision."

"No incentive to visit. Lack of parking."

"Can you please consider the need for free cash machines in the old town or bring back the post office"

"It would be nice to have our history held and make the youngsters of the community undertand a little more about the history of our town"

"I think it is right you are trying to maintain its character"

"It looks good in theory and on paper so time will tell"

"More car parking and make it less prescribed"

"Good ideas but public toilets are a major requirement too"

"I feel that the proposals are pandering to acr drivers who currently park on double yellow lines without fear of penalties, also on pavements. The car park rules do not allow for visitor parking more than 24 hours."

"yes, I really like the proposals to help the town - i definitely agree with regenerating the hospital and health care aarea, restoring the water gardens, improving the marlowes zone ( maybe with plants and gardens and more colour) asnd enhancing the history of the old town"

"could not find the leaflet"

"I like the idea of regeneration it so its more modern"

"I like the sound of creating a new events space for the old town. I personally quite like the unnecessary clutter and un-coordinated paving in the old town but it is not practical for safety reasons and image reasons. I am not quite sure what a new civic facility is but if it connects the old town with the new it can't be bad thing."

"I like the idea of more shops and signage"

"no leaflet given"

"I like the idea of more greenery throughout Hemel removing clutter and making the place brighted without removing its classic old time charms. I think there should be more performance space and scenic bike trails"

"likebecause it will make the old town more accessible. Pole dancing club is a bad idea as its not suitable for the old town"

"could not find info"

"the proposals that are set I think are good because it will regenerate the old town and make it a nice place"

"its very old and needs updating needs more parking space more shops-coffee shops gadebridge aprk - events old town should have more events - BBQ"

"I think that it will make it look a lot nicer and will help get more visitors but however it may cost a lot of money"

"website unavailble 30/5/12 no leaflet included"

"I have not been provided with the leaflet and do not have access to a computer. sorry"

"I think they are good plans"

"I like the plans about the town being refreshed up, making it a cleaner safer place. It makes the place nicer just for residents but for visitors"

"I like the fact that Hemel is being turned into more a a learning place and turning into a vibrant place, but I dislike the fact that the water gardens is such a beautiful place but that it is infested wiht drunks and it is not safe for us"

"I don't get the proposals that happen in the old town because they get in the way of people and they take up space. They distract people and a lot more. That is why I dislike them"

"I think the plans are very good. In the proposals will make Hemel as nicer place to be. I never go to the old town but I would probably so and then walk to gadebridge park because I think it could be a very nice place to be"

"i like how it will bringenvironmental beauty to the local area, enticing trase and happiness, increasing the overall morale of the town as they can take pride in their local surroundings I dislike how the taxpayer will have to pay for something so superficial and not economically beneficial"

"I like the way they are pushing Hemel Hempstead town centre to be a new thriving environment and reaching some new high qualities. I also like the idea of splitting the town into different ones where people can be welcomed. I agree with this that the town needs to be more modern"

"I think its great but it is also a waste of taxpayers money, especially at a time like this"

"I think itwouldbe a good idea to join the old and new town"

"I like the idea of more history of the water gardens and more things for volunteers, with all respect they also sound like valid and necessary changes for our town"

"I like that the magic roundabout has improved to enhance hemel entrance but I feel that the hospital is really run down. my grandfather has travel to watford to go to the hospital and this usually take an hours for grandpa's knees hurt. This is really unfair as he is a veteran."

"have not seen it"

## "Q5.a"

### "Other"

"Restore the channel back to a natural form, removing the weirs and taking the river out of the lake, making it much more valuable than the 1950/60's outdated vision. The restoration of the chalk river would greatly improve the value of the area for both the public and nature. Currently the channel is a silty eyesore with no ecological value and only a minor historical interest. It's about time we stepped out of the unfortunate shadow of Jellicoe and develop the area for this generation. Reducing vehicle access and widening the green park area running along the river would greatly increase its value."

"Integrate to main shopping area by better signage and linkage and incorporate the waterway as a central and focal point like they have achieved in the Reading (Berks) shopping centre development."

"The Geese are the biggest problem for enjoying the area. They destroy the grass and make the surrounds unhygienic. All the extra bread must encourage rats."

"My #1 moan about this area is that the amount of cars parked, many illegally but the majority on disability stickers causes many problems and arguments. Keep this area clear of cars and make everyone use the proper car parks. Maybe if there were some subtle checks on the authenticity & entitlement of some of these disability cars would be rather alarming. Presently the area is dirty because of the geese, they do not add anything to the area except for mucky pavement. A cafe, possibly run by volunteers, would be a major improvement."

"removal of alcoholics?!"

"It's lovely to just walk through the water gardens sometimes, the geese are not a bother and add to the prettiness of it. It should be preserved and kept as a beautiful area to walk through. There used to be times when people would only go there to relax and feed the ducks and geese or the kids would use their little fishing nets in the water. It was lovely and that needs to be brought back"

"Restoration of the grass areas ruined by the geese"

"Keep the water clean and clear of litter. It is in a very disgusting state which makes the whole area feel run down and uncared for; maintain the gardens themselves better they are poorly maintained and full of weeds. It just feels like a rather scruffy walkway between the car park and bank court at the moment rather than a feature in its own right."

"Improve the safety - try to get drunks/homeless moved & get rid of the geese"

"Better upkeep of grass - especially removal of Ragwort"

"Clear the bushes open it up and make it feel safe and open."

"Whole needs to be cleaned and restored to how it used to in years gone by, when it was clean, the grass was healthy and the water had no rubbish in it."

"Remove drunks that congregate in the water gardens."

"Restoration of underwater feature lighting and uplighters to illuminate trees."

"To be honest, it seems to me that the river itself needs dredging. The riverbed is a lifeless brown sludge. I remember as a child seeing large fish in there and now I come to think I've it I don't think I've seen fish in there for many years now. Also, the reeds in the Gadrebidge Park section need clearing. They are choking off the flow of the water. The park used to be a great place to fish as a kid, now it's just clogged up."

While the watergardens used to be a lovely area, nowadays myself and my children avoid it where possible both during the day and especially in the evenings. Even on a Saturday afternoon I've personally seen people wandering in to the bushes from the car park side. I've no idea what they're getting up to in there but it most certainly isn't landscape gardening. Like much of Marlowes, the Water Gardens are becoming a no-go area after sundown and that's a real shame. We may moan a lot on the Hemel Today website and on the Hemel Remembered Facebook page, but it's only because we care for and love our town."

"Shoot the geese and feed them to the poor at Christmas!"

"Perhaps getting the junk out of the water that spoils the otherwise tranquil setting."

"To be honest it needs a full make-over. The metal fencing along the canal/bridges needs painting. The plant life is dull, too much green! Some shrubs with some colour in them would cheer it up a great deal (my nan had these plants called 'foxgloves' I think, they would look good along the bank on the car park side, for example). The car park stairwells are depressing and smelly, they need to be thoroughly cleaned as they always smell of urine! Some better lights to light the steps up would be great, solar ones maybe? Ah, the geese! They are pests, there's no denying that! Very intimidating and unfriendly creatures. Although I don't believe you should remove them completely but if you actually are able to remove a majority of them it'd make the grass and benches along the road side far more inviting. You could even replace them with some new interesting duck species and put a few info boards up on them. And finally, a big no to 'catering facilities' along the water gardens, I can only begin to imagine all the litter that'd end up in the canal."

"I don't think the geese should be removed in total, but I do think their numbers should be reduced, and managed to keep them down to a safe level for visitors - especially children, the elderly and disabled."

"The Water Gardens are a unique feature of Hemel Hempstead. However they are very much a stand alone feature with little or no linkage along the Gade River past the Civic Centre and onto Gadebridge Park. Part of this is due to the two roads that are very difficult to cross, thereby creating physical barriers. Here is an opportunity to create a heritage and recreation walk from the main car park in Gadebridge Park, along the Gade River, past the Civic Centre and into the Water Gardens. Then onwards to Two Waters where walking routes can be created, one along to the Paper Mill, the other along to the moors of Boxmoor. I just get the feeling from the plans that each area has been considered almost in isolation to the really big picture for the town. Creating the walk along the Gade River will have its challenges with respect to the two roads that bisect the route, the Moor End Roundabout and at Two Waters. But at least let us try. Again, I am happy to discuss these thoughts in more detail if required."

"We've lost so many lovely trees in the water gardens - please stop cutting them down. We need to restore these gardens to their original glory - not destroy it!"

"Keep the river in the park cleaned and tidied and thus allowing a better flow of water. Debehams end has only a very small area of water too many weeds etc"

"keep the river clean and tidy. Too many weeds etc especially in the park end"

"vertical gardens on car park walls"

"How do you remove geese? Put paddle boats on the lake"

"People first not wildlife. Just have ducks and swans so there can be picnic tables and benches. The geese are keeping people away. Facilities are for people not geese. Seating improved. Tea van. Much more seating."

"Water Gardens should be a hub of the town where people congregate and things are going on."

"No more cafes"

"Should be a hub for young and old i.e. park/play area. Cafes should move there. No cheap pound shops"

"Exterminate rats"

"To have a path from the Old Town all along the river bank i.e. through the present college grounds to London Road. To discourage alcohol consumption taking over in the seating areas of the Water Gardens. Any new cafes, restaurants etc should be opposite side of Waterhouse Street to the Water Gardens, not on gardens land."

"Childrens play area and interactive art detailing history of area"

"Put up a sign telling people not to feed bread to the water birds"

"Disguise/dress the ugly car park"

"Maximum endeavours to protect water availability both by protecting river and potential option of local rainwater by introducing green roofs to proposed new buildings adjacent to the Water Gardens discharging to the Water Gardens rather than into drains"

"Dangerous at night"

"Restoration of the grass areas which are now just mud. Keeping it clean, Constant maintenance. Don't allow it to get in a state of disrepair. Do something with the river bank which will be long lasting. Don't modernise - restore to former glory."

"Go back to the original New Town's Commission plan"

"1. I think there is a strong case to involve local schools in projects on local history/gardening/urban wildlife to support case for lottery funding 2. A "Corum" grounds strategy for part of garden (gated) 3. You will find it hard to get dog owners to respect the site if the geese continue to foul the area, Likewise lottery funding involve the RSPCA/RSPB 4. Signs to public toilets"

"Regular maintenance"

"Careful management of geese numbers"

"Some way of discouraging vandalism? Perhaps after all we should keep the geese and train them to detect and deter vandals? Ok, just a joke!"

"Remember how it used to be i.e. very pretty - any improvements would be great - depending upon the budget of course."

"The quality of the Water Gardens is unsavoury"

"Unfortunately with the amount of homeless people in the area, the whole area suffers as a result. It would be nice to walk through a pretty area that hasn't been destroyed with rubbish etc. Also I have seen hypodermic needles with blood in them before"

"Better lighting to improve safety"

"Removal of rubbish on a more regular basis"

"It needs to be an area within the zone rather than feeling outside of the shopping entertainment area"

"Geese need to be removed then the grass will grow and it will be a pleasant place for picnics on the grass. We need to aim to make the Water Gardens as tourist friendly as Boughton on the Water"

"Removal of tramps and alcoholics, refurbished and additional seating but only if they are kept clean of tree sap and bird waste and undesirables"

"more birds, flowers and colourfish introduced into the river. more bins and seating places"

"Less concrete"

"clean up the lake itself, cleaner water and gardens"

"1)Most important is the removal of geese to encourage families and older people 2)Removal of rubbish"

"stop people from drinking alcohol and smoking around there and improve the water life"

"The water could be made clearer and maybe some features with running water. Maybe some more colourful flowers, there are so many unemployed people I'm sure someone will be happy to do it"

"bird life needs to be managed, mess should be cleaned away"

"removal of litter in the gardens, improved bridges"

"bowlingalley, roller skate ...for kids"

"restore fountains and remove unpleasant visible rubbish in the wall"

"needs to be tidier"

"The paths could be better there too bumpy. Better lighting at night so people feel safe"

"cleaner and nicer footpaths, cleaner water"

"clean, tidy, cleaner water"

"new benches more flowers more bins more grass area"

"regular cleaning of statues eg bird poo, brightening up the lake and its features clean up the paths/footpaths"

"make it brighter, less dull"

"far too much litter, provide more bins or empty bins regularly"

"sculptures around"

"improving the play area to make it safer"

"I think we should keep and even encourage the geese because they give the place some character. Personally I would like to see more plants and statues to make it nicer to look at and make it a good habitat for some wildlife"

"get rid of drunks"

"I don't have any other suggestions because I have only been there twice so I don't know much about water gardens"

"cleaner, more bins for rubbish"

"it is very easy to fall into the water perhaps a small barrier of some kind would make it less likely"

"more things for young adults and teenagers"



"it needs to be cleaned regularly"

"It needs a general cleanout and perhaps weekly clean outs"

"clear all the rubbish and make it look like youve made and effort, also remove the holly, i've been trying to get holly for a while now"

"keep it clean get rid of people drunk"

"well it used to look very nice, but now it looks like a dump. clear the rubbish out of it and start again"

"introduce fish into the gardens and make the place friendlier"

"stop people drinking around there (all day) clean up water"

"better lighting in the evening put the water feature on all day instead of randon times"

"to clean them up"

"more ducks and places to feed them"

"more lights so it is safer at night time/evening"

"They could be cleaned and new features added to make it more interesting (clean the rivers)"

"to be cleaned up"

"more police and stronger laws for littering and damaging the lakes"

"Improve the lighting should be litter picked more often"

"I think the water gardens are fine and nice"

"to keep clean and tidy, all rubbish removed geese removed, make safe in evening"

**"Q8.a"**

**"Do you have any other suggestions as to how the town cent..."**

"Reconsider the layout of the town centre. Currently the linear nature of the marlowes blocks it relationship with the wider town. A vision could be to create a wider town centre with the river running centraly with a new chopping area where the watergardens carpark currently stands. The west side of marlows could be redeveloped into much smaller builings with greater pearmibility through to the water gardens area, creating a sense of a series of shopping streets with smaller units for start up shops along side the largere exstablished users. This could be expanded futher to consider developing a town square with a vibrant mix of shops and resturants. Civic buildings / police court library could be developed at the current market square area with new parking on their current location."

"Improve choice and quality of shops mainstream and independant. Trees, plantage, relationship with nature and outdoor cafes. Get rid of the tacky stalls and reduce the profile of the 'cheap' tacky shops."

"Where to start? It's drab, shabby & an awful place to be."

"Start again"

"Put the market back into the market sq to bring back life to that end of the Marlows this will clean up the main shopping area of cheap nick-knack stalls back to where they sholud be & that is in the Sq."

"Make the old Market square a legal skate spot"

"More places to eat. Especially family friendly restaurants. Hemel needs a major department store. Debenhams is ok, but not very large."

"1. remove/restore ugly looking or poorly maintained building near the entrance of the new town centre i.e. in original Marlowes centre. For eg the parking lot building opposite KFC looks ugly and poorly maintained, the buildings alongside KFC are out of date 2. invite more upmarket retailers to set up shops so that more people visit eg John Lewis 3. reduce market rentals so that it is attractive for people to set up shops 4. have one colour combination of shops and buildings alongside the entire new town centre"

"Improved security, restrictions to the amount of "same style" shops to encourage diversity. Enhance cleanliness, and general presentation. Create an ambience to make people want to come to the Town Centre. Make businesses take ownership for their frontages and appearance."

"No"

"More consideration placed on types of shops - for example, do we really need 3 pound shops? Need to try and improve the overall class of the town - feels quite shabby - need to make it more appealing for people who don't live in Hemel to visit too."

"We love going into Hemel town centre during the day and think there is lots to do but in the evenings the centre is empty and everything shuts when the shops do. It would be great to increase the number and variety of restaurants and perhaps to build a cinema or theatre to encourage people to visit the town centre in the evenings. We would definitely make use of such facilities and have lots of friends and family who feel the same."

"Encourage more unique owner occupied shops by giving a rates holiday or lowering them. Try to discourage chain shops that just pull out or collapse if Head Office goes under."

"more security or police presence to prevent groups of youths hanging around as they feel threatening"

"A new theatre is needed to bring people in during the evening"

"A museum please"

"I believe that the town centre needs to be celebrating its rich, and some times unknown heritage. A small museum run and owned by the council would suit this requirement. At the moment local is somewhat a mystery any the preserve of the 'older' generation - history should be reaching out to the community and also younger people - currently there is no medium for this."

"We need more shops! Yesterday I walked through the Marlowes and it was sad to see so many empty shops, so many charity shops and yet it had a vibrant footfall. This is a chicken and egg situation and you have to break the cycle which means giving the highest priority to new shops and this can only be done by reduction of rent and a local tax break"

"more seating"

"Introduce free parking to encourage foot fall, Why pay for parking when they are no shops of interest to browse in paying over a quid to stay 10 minutes is not good."

"A safe cycle route between the old and new town"

"It is hard to know where to start - I found it hard to choose only 5 items from question 7. It is a chilly, bleak wind tunnel at the moment that is not convenient for shoppers or public transport."

Needs more landscaping (eg trees?) to soften, more appealing range of shops (other than cheap clothes, not particularly good for most shopping), hideous street scene eg round Laserquest, between hospital and town centre. It doesn't work as a coherent whole at all. It is in the most beautiful setting but you would never know because it is so hideous. There is plenty of parking but it isn't convenient for the shops and is expensive. The market used to be ok but since it has moved isn't a real market at all, just a few stalls in a chilly and sunless wind tunnel. Sorry to be so negative but you really have your work cut out here - I would pull the whole thing down and start again."

"fill some of the empty shops, surely some reduced rents coming in are better than having the shops standing empty, I personally choose to shop in St Albans & Watford as they both offer a much better selection of shops, restaurants & markets than Hemel!"

"Just keep it cleaner and tidier"

"Repair of pavements and removal of litter."

"There needs to be more reason to visit the North End of the Town and to go up to the Old Town. The areas in the town are still separate, it doesn't feel like one centre. The Water Gardens and Waterhouse Street are almost irrelevant to the town which is a shame. The Marlowes north of Bridge Street needs some better shops as there is no reason to visit that area and so it becomes a dead space full of ""cheap"" shops."

"shops need to be improved, more variety and not as many of 1 type of shop eg opticians, jewellers, pound shops etc."

"Clean up / re-paint shop / building frontages overlooking the Marlowes"

"The access around the magic roundabout needs some serious thought - it is so dangerous when pedestrians are trying to cross because they can no longer go under the roundabout"

"Bring more leisure opportunities to Hemel - close down Jarman Park's leisure facilities and bring them into the town. Jarman Park could then be improved by making it a shopping destination like London Colney."

"Bring it into the 21st century, it looks so run down with all the empty shops. Need more activities in the town centre, more family activities"

"Set rents at a level that encourages interesting independent traders. The Mosaic supermarket is a great asset but very unattractive. Discourage further lets to pound shops, pawn brokers, bankrupt stock merchants etc - no one with money to spend wants to shop here any more. More interesting restaurants in main Marlowes area - especially to open in the early evening and encourage people to stay on in the area after work. At present if you want a coffee/light meal at 5.30 the only option seems to be Burger King."

"I think a single tram system running between The Riverside shopping centre and the old town, this would encourage people to use the whole town and not just the bits they are in at the time. It would put Hemel on the map and regenerate the town. It would be an exciting opportunity to carry out this work during the regeneration."

"A purpose-built museum would improve the facilities in the Dacorum area."

"It needs to be modernised badly. Too many food shops, need more variety of shops. Needs to be cleaned and maintained regularly to a high standard. Alcohol and smoking should be banned from the streets. And youths loitering about also should be banned after a certain time, say from 9 o'clock."

"get rid of all that horrid green painted lamp posts and seats/ railings as it's bland and an eyesore ...railings for water gardens and town should be light /white to celebrate the festival of Britain !!! coloured lighting in the

water gardens and magic roundabout to show our best features off and make it its best !!! charity shops should be put together and pound shops/chinese & indian restaurants be less ...get a nandos in town and a chiquittos a good variety ...and an entertainments venue ."

"new pavilion"

"Remove kiddy play areas and relocate to parks where they belong."

"Oh, where to start! As a new town, Hemel town center has never exactly had what you'd call 'Character' but it used to be a lively, friendly place to visit. Now it seems to be turning into some sort of concrete jungle. Just walking or driving from Boxmoor to the Magic Roundabout and you're struck by the sheer size of the buildings that have gone up over the past 10 years. It's like being in London (and not in a good way). For starters, lets spend less money on strange sculptures. The Egg outside Blockbusters was a waste of time (along with that steel monstrosity at Breakspear Way roundabout). I enjoy the Market being in the Marlowes itself, but it needs to be organised more logically. It's just a mish-mash at the moment. No More Food Courts. Honestly, given the British weather, the last thing people want the Council to spend their money on is facilities for eating outside - Especially as it's outside the run-down, falling apart Mosaic supermarket. Not a pleasant place to eat your lunch. The same goes for the old market square. It's a waste of time and money put in new trees and planters and to have a 'maze' built into the paving slabs. No one in their right mind is going to want to spend time there because that whole area is a tip. Sad, but true! Knock that whole section down and build a new indoor Pavillion on the site. Hemel is crying out for a replacement to our beloved Pavillion and that site would be perfect with it's access to the Water Gardens car park and Bus Station. A family entertainment venue would breath much needed life back into our town center. I'll probably sound like a miserable old man here but really, there is no point spending money doing up the Market Square just so the drunks and druggies have someone nice to pass out in the evenings. Yes, we're in a resession and yes, times are tough, but what the Marlowes needs is some Tender Loving Care. We need the community brought back into our community , and what better place to start than a new Pavillion? I love Hemel and I defend it when others put it down, but that doesn't mean I can't see the faults and it breaks my heart to see it becoming so run-down. I've no idea if my words will sway any opinions, but I'm thankful for the chance to have my say. I wish I could wave a magic wand and fix everything. I'm no Harry Potter, so magic is out of the question, but, I can ramble on about what I think should be done. I don't know if this website will ask for my email address at the end, but in case it doesn't I can be contacted at [daniel\\_saville@hotmail.com](mailto:daniel_saville@hotmail.com) in the unlikely case that anyone wants any more input from a grumpy old git :)"

"There must surely be a massive market for evening entertainment with all the well paid people that have bought apartments in the Kodak building and the other blocks around the Magic Roundabout. These people, many of which must commute into London, must have disposable income for evening entertainment but what is there to bring them out of London when they leave work? Some bright spark decided that it would be a good idea to knock down the Pavilion that was renowned for bands of global importance to visit as a warm-up gig before hitting London. There used to be a vibrant local live music scene in Hemel but some blue nose councillor decided that they don't like 'that sort of thing' and they took away all the public entertainment licenses. (The people who make these decisions simply do not represent a cross section of the population.) So what have we got? Chavs drinking themselves silly in bars that are avoided by all but those who only want to get drunk. Give us so me live music (instead of having to go to St Albans) and you might get a better mix of people. There was a recent documentary that suggested that 70s football hooliganism rose out of the fact that the older generation stopped going to football because they had other things to do. (It doesn't matter what tempted the dads and granddads away from the terraces.) The point is that with only teenagers and blokes in their early twenties there was no moderating influence on their behaviour from older adults. The same thing happens when you drive mature people away from pubs because they all play crappy chart music at a volume where you can't hear other people. Loud is fine but give us some variety. I simply don't want to socialise with teenagers."

"I would like the birds removed from the Marlowes shopping area, today I was walking through to Boots and there was birds muck all over the pavement and pigeons everywhere."

"Re-open the hospital we have so many people in Hemel that it is not practical to have to go to Watford. The time it takes to get to Watford could be a life or death experience. I have recently had to visit the acute care at Hemel hospital and the way I was looked after was second to none. This is more than can be said for the doctor I spoke to at Watford hospital who asked me what I thought was wrong with me, as I told her if I knew what was wrong I wouldn't be ringing"

"Greater security at night. Enforce the no cycling on pedestrianised areas and pavements. Reduce rents to encourage independent shops."

"Limits should be in place to ensure the shopping is not swamped with the same type of stores e.g. 5 coffee shops, X charity shops, X discount stores. More independent interesting shops."

"Bring back the pavilion"

"Empty shops need to be filled, Riverside has been such a waste with all the vacant units boarded over, maybe not even retailers to fill them, you could allocate a unit to storage for shoppers, large secure lockers which they can pay for and put their shopping bags in when they're struggling to carry them and still want to do more shopping or when they want to pop in to a cafe, bar etc so they don't have to pile all their bags in there with them. The bus stops and car park being so close to this area is an advantage, then the people using the lockers wouldn't have to struggle with their bags too far before being able to put them down again and get on their way home. I always thought a small taxi rank down that end would be beneficial too - countless people I know have missed their last bus from down that end and had to walk all the way back to the top of town to get a taxi. You could also open up another unit and offer a weekend/bank holiday shoppers creche so parents can drop their children off there and then go shopping so they don't have to drag them around with them. It'd be a good social opportunity for the children, a chance to learn with fun play and would also provide employment opportunities. The only other suggestions I have would be to update the Marlowes facade, it's extremely dated compared to Riverside. Update the facilities at the bus station - the shelters/seats etc. And I always thought that putting the market back up Market Square would be a fantastic idea, saves all the clutter and crowds through the town centre then and does something useful with the space."

"I have made comments in the previous sections. I suggest it is vital that the whole picture of the redevelopment and improvement is considered, rather than the zones/areas as at present. I understand the need to have a phased approach to implementation, but there appears to be missed opportunities to improve even further the look and feel of the town centre, the Old Town, Gadebridge Park, and Two Waters, including the Paper Mill and Boxmoor."

"When you look at pictures of Hemel town/watergardens it looks so nice and clean and well looked after. Nowadays it looks run down and abandoned. In some places all that's needed is a bit of cleaning and a lick of paint but other parts obviously need a lot more work. I used to sit in the water gardens on my lunch break but wouldn't dream of it now as it's dirty where the birds have messed everywhere."

"We need to bring the focus back into the heart of the town. We used to have a cinema, the pavilion, a proper market all gone and no plans to replace them. We need something that will draw people back to the town during the day and in the evenings. A proper music venue would be a good start."

"I think it is a great pity that the market square is not used for purpose. It is a central point in the town, especially being next to the bus station. It should have been refurbished and left as the market place, possibly in a way that could have been secured overnight to deter any undesirable elements."

Straggling the market stalls through the town has not been the answer. I used to visit the square every week, but often cannot be bothered to walk to the end of Marlowes to visit my favourite stall."

"Yes. What about a new pavilion we were promised years ago!"

"How about the entertainment venue/venues we were promised?"

"Build an entertainment venue"

"replace the pavilion venue"

"The management of town centre needs to take charge dealing with the whole remit of the town"

"Stop cycling and skateboards and repave the marlowes as soon as possible"

"Seating is most important. Important as more older people. Improve market catering facilities 9St.Albans, Watford under cover and a few things for dunstable children to play on and seats (have no seats). The market is popular. Improve the look (more planting)."

"Improvement of the Water Gardens - a real feature of the New Town and landscaping etc will enhance the town centre. More evening venues - covered space for meeting etc"

"Get rid of cheap pound shops. How many do you need? Decent shops e.g. BHS, John Lewis"

"The town is dead at night. You need to encourage more young people so some more nightlife or event would be good in the town."

"Knock the whole lot down and make the Water Gardens the focus or run the road back through Marlowes and close the road by Water Gardens."

"Market stalls not obstructing seating areas"

"Rebuild a theatre"

"A greengrocers and butchers, a good department store as well as a supermarket. Possibly nearer the south end of the Marlowes ie BHS or John Lewis or similar. Supermarket is in good position where already planned."

"Limit the number of ""survey"" companies"

"Bus station"

"It is unfriendly/cluttered/unplanned. Use the history. Get cars/people into the town keep it busy everyday"

"picnic areas and picking up litter."

"Careful/planned upgrading of buildings for maximum mix of commercial and private usage"

"More effort required to stop cycling, skateboarding etc on pavements and in pedestrian areas"

"More and larger waste bins emptied more frequently. Free parking one afternoon per week from 4pm. No more charity shops or pound shops."

"No more new shops as many are unfit"

"Move the market back to the market square, it is an eyesore and encourages rubbish. Tidy up and keep clean. Get rid of the poundshops. Repair the paving."

Dont need new seating just stop the market stalls from setting up around them making them unusable."

"Limit on-street parking. The town smells of cigarette smoke and food."

"Provide an area for tourist information etc to include a place for local neighbourhoods to advertise their events likewise schools. Signs for public toilets."

"Better street cleaning. Hemel Hempstead needs a new bus terminal."

"Pave over the area that the geese have ruined and a larager bus station to accommodate all buses and coaches with a new office and toilets"

"Our greatest priority should be to fill the empty shops - special inducemnets to get real shops (not shops selling junk) to stay - no short term leases. Do something about the college - very run down and shabby."

"More public toilets. Encourage more one off unique shops to make the town centre different from all the others in Great Britain. Encourage small independent local shopkeepers, no more large retail chains! e.g. butchers, bakers, furniture shops, needlecraft shop, linen shop"

"More ad hoc events e.g. morris dancing Haberdashery shop"

"Put new windows in those flats overlooking the main shopping area, Make Quasar's area less griotty. Make shops open top floors for dance studios, a gallery and other things this town lacks - then rebuild the Pavilion!"

"The youngsters can make the town unbearbale at times. I think the police should have more staff available at certain times of the day and week."

"Planters in the middle of Marlowes obstruct good vision for drivers. Flower beds would be better."

"Clean it"

"Enforce the cycling ban in pedestrian area. Entertainment veneue in town centre to cater for all ages"

"Encourage shops by lowering rents for a period. Access to centre by Starbucks/Plough Rounabout area no zebra crossing. Very dangerous. By bus lane/ entrance to car parks. Should have something to make it safe. Not everyone drives into town!"

"Create a great shopping environment around the existing Marlowes and Riverside and use the other end for family entertainmnet. The existing High Street is too long. I only shop at the Riverside end now!"

"Clean it"

"When you knocked the Old Pavilion down we were promised a new one. Where is it?"

"More parking for disabled drivers. Proper taxi rnak at Debenhams end of town."

"A good quality departmnet store should be encouraged as should butchers and greengrocers. Proposed supermarket is very good."

"No smoking zones"

"more flowersand a larger variety of shops"

"less patio/concrete more gardens and plants to make it look better. Make town more colourful."

"the christian people on Saturday mornings could be removed. more tech/video game shops"

"more lights at night"

"more nicer shops"

"more and many different shops and activities also better security for people"

"It could be cleaner maybe modernised. it is depressing seeing lots of empty shops, so if they could be filled up a lot of young people just hang around at town so there could be more seating areas in places that would not intimidate other shoppers."

"Removal of litter Better quality of shops"

"more buskers/live entertainment. Improve frontage above shops"

"have a no smoking sign around certain areas eg outside the main shopping centre outside starbucks"

"by putting out more bins to reduce litter and signs that would contribute to this idea too"

"a pick up and drop off point"

"cheaper parking"

"Too many empty shops"

"Decrease rental to encourage more shops to open"

"better lighting, better pavements. More cycle routes"

"better shops, cleaner"

"nandos"

"more up to date shops"

"more restaurants or places to eat, suitable for all ages. There is a lack of strong brand presence ie mark and spencers is weak no real toy shops"

"more decorative items eg art, flowers"

"some buildings are beginning to look very run down and so many are vacant. If the buildings could look a little more appealing, it would probably encourage more people to go inside and browse"

"more music"

"add more popular shops (clothes shops)"

"Add more popular shops eg Jack Wills, Hollister. Olde sweet shop"

"I think there should be more places where older and younger have more places they can have their party at"

"most shops have gone bust and there is not many left. Also most of the shops are pound shops or womens clothes shops. Would like a couple of skate, bmx, scooter shops or just kids shops"

"The police station building"

"increase pavement because of the slabs"

"additional clothing shops for teenagers, Hollister, Gilly Hicks, Jack Wills"



"more shops for teenagers such as Hollister and Abercrombie because the town is usually full of teenagers and children"

"more variety of shops - poundland, 99p store, B&M, pound city"

"find uses for empty shops"

"adda lush store vastly improve the area between superdrug and the library bring back McDonalds"

"Encourage more shops into the town. Sort out the problem of the empty shops. A good market is a good idea becasue kids like me can't afford to buy stuff as the shops are really expensive"

"improve the old town area. Improve the place where boots are making it more modern like Riverside. Also maybe set a tram system or train station"

"more teen based leisure activities"

"put a high profile restaurant in the centre of town eg nandos. improve appearance of town so its more like the Debenham end of town"

"add a coupe more shops"

"I think we should have more big company shops up toward the old town so it would be used more often"

"make paths better working, grass or flowers put better seating near the river and a cafe etc"

"to be cleaned up"

"reduce the amount of £1 shops etc, not having to pay for parking, reduce the amount you have to pay rent for shops to have better quality shops"

"please keep our town clean and tidy. I think that all the cheap and cheerful shops send out the wrong message. Could we have some quality shops please"

"more bins"

"cheaper parking"

"less pound shops please"

"free parkingto be reintroduced on sundays. Encourage more variety of shops, less pound stores/charity shops keep area's tidy and free of rubbish"

**"Q9.a"**

**"What would encourage you to visit the town centre more fr..."**

"A wider variety of shops, particularly unusual shops that can't be found in every high street. A vibrant night life with a good mix of bars and resturants."

"Free or low cost parking; town centre integral cinema & leisure facility; ability to get a seat in a decent cafe at peak time; stylish/contemporary continental style restaurants; one stop bus direct from Berkhamsted to Marlow; Garden centre; quality and variety of major high street shops and stores as towns like Watford & Reading; creation of a boutique & bistro mini centre (maybe in old hemel), like 'The Lanes' in Brighton or like St Albans to create a historic and or parisien atmosphere. Demolish and rebuild the town centre architecturely incorporating the water way as a central feature (divert water if necessary) and town to lead in the country on eco-

sustainability. Plenty of trees, planting and solar generated atmospheric lighting. Creche facility. Pedestrianise the Old Town and introduce outdoor cafes and horse & carriage rides to & from the railway station and old & new town. Market to be designed like Covent Garden outdoor but covered. Waterside band stand and tea room. Ban smoking altogether (unpleasant to sit outside to eat at a restaurant when the next table is smoking beside you), and in all public spaces and ensure robust cleaning and litter removal & enforcement. Use pavement surface which allows for easy removal of chewing gum. Prohibit the sale of non-biodegradable chewing & bubble gum."

"If it was more like St Albans city centre - lively market, great independent shops, nice restaurants."

"Better facilities and a better range of shops and things to do"

"Get rid of where the youngsters congregate in the main Marlow shopping area."

"Better looking shop fronts and less litter"

"More shops and restaurants."

"1. upmarket retailers eg John Lewis, Waitrose 2. leisure facilities/ festivals 3. green space in middle of town centre so that people can have picnics"

"Please see previous comment"

"nothing"

"A more community feel - more classier cafes and restaurants. Better, more inspiring shops. Better market (get rid of the un-refrigerated meat van with his speakers and microphone!)"

"The introduction of a theatre or cinema and more restaurants or bars. If the library was better placed and maybe had a cafe, we would visit it much more frequently."

"Better selection of shops (i.e. not so many pound shops)"

"Individual shops not maxi chains."

"easier parking, independent shops, cafe culture like St Albans or Berkhamsted"

"A proper large department store, a museum and a theatre"

"an art centre and museum"

"more shops - why not a free parking weekend"

"Smarter shops, appearance and a reason to pull visitors from all local centres, not just locals. Example is St Albans market, is a day out, for a family. Would be nice to have similar smart markets."

"more community activities, cheaper parking"

"Free parking and more restaurants"

"Free parking, interesting shops to browse, more independent shops that sell specialist items. Fishmonger, Deli would be great to see again down town"

"better and more shops and facilities. At present when you visit town, there is not really much to do, half the shops have closed down so there's not many to visit, with little to do it's easier for me to just shop online as there's no point in making an effort to go to town when there's little there"

"nice pubs / coffee frontages that would look out onto the river / water gardens"

"it being a pleasant place to linger, with attractive, sunny, cared for outside areas (litter is a big problem, probably cos of wind tunnel effect), nicer shops including some independents rather than all faceless chains. the pedestrianised side of it is great - very safe for families but it is so down market and uninspirational!"

"cheaper parking, more stores, independent shops"

"Better Market & more shops! Its not rocket science. What is the point of coming to a shopping precinct that is half empty? I just do not understand why shops pull out of our town, yet stay in others? surely the powers that be can offer some incentives to stay. also less betting shops & pound shops! normal working people like shoe shops & department stores! it sounds like im summing up our town! no hospital, closed down schools, dont need the shops!"

"Better shops"

"Improved facilities for eating and drinking and better shops"

"Less empty shops, it feeling like a whole town centre rather than the bitty place it is now. Somewhere nice to sit and eat/have a coffee especially near the water gardens."

"cheaper parking"

"Water Gardens would be greatly improved if the fronted onto more interesting shops, bars, cafes etc..."

"more events in the day, evening, weekends. It does not encourage people from out of the area to visit like Watford and St Albans does"

"More family orientated leisure facilities and better quality shopping - there should be no more pound shops allowed as Hemel has enough of them - they obviously have there place, especially in the current climate, but it's time to recognise that there shouldn't be any more allowed into the town and encourage other more boutique type shops."

"Markets"

"Entertainment, activities for children and adults a real community feel"

"Decent shops - a better image overall. It's just depressing at the moment. I would never visit the Marlowes specially to shop - I go to Watford or Milton Keynes. I only shop in Hemel for the convenience of picking up a few bits at lunchtime. Eating out in the Marlowes isn't an attractive thought - cheap restarants that seem to be aimed at teenagers and people with young children - this is fine but I'd like something more sophisticated. Reintroduce free parking."

"if we could creat more covered are (but open) this may encourage more dinnig areas"

"Independent shops and a museum."

"If the town was modernised, tidy and clean."

"entertainment venue like pavillion ...a ""decent"" affordable restaurant like a mexican or nandos....decent shops ...less parking fees ...market square could be good to have a permanent funfair on it ... its needs to look a lot more attractive then it does ...the market flats and above kfc etc could do with a paint to brighten them up with newer balconies ..."

"better range of shops new pavilion different markets i.e continental free parking"

"If shopping, I always go to Watford. Hemel appears run down, a ghost of its former self."

"A new indoor entertainment venue to replace the much-loved and much-missed Pavillion. As mentioned on the previous section, the old Market Square area would be perfect. Remove the run-down shops from around it's perimeter and build a new facility right there. Great car parking in the Water Gardens and excellent Bus access from the bus station along with a Taxi rank right outside. It couldn't be better!"

"More short stay free parking for limited durations. I often need to pop into town to pick up or drop off something (especially the old town) and I simply don't have the change to pay for parking. So I risk a ticket by parking on double yellow lines for the sake of twenty minutes or less. I could pay for parking but then the machines don't give change and the smallest I have is a pound. So I pay a pound for ten minutes. Ultimately it's easier to go elsewhere. Stop thinking of parking as a cash cow and see it as a public service that encourages commerce. Back in the day of free parking I used to spend every Saturday afternoon in the town centre, these days I wouldn't dream of it. If you are worried about when your ticket runs out you can't afford to relax, you watch the clock and rush back to the car instead of spending money in the shops. Tesco is more welcoming than the town centre!"

"Better quality stores rather than pound shops everywhere."

"To clean it up and get rid of the high shrubs in the concrete troughs near the civiv center these are dangerous as drivers cannot see traffic coming down from the road on the right. The market square could also be turned into a nice gardens to sit in also mor facilities for the disabled. more seats in the marlowes shopping center"

"Better and more frequent street markets, maybe a weekly antique market. Greater security at night."

"Free parking."

"A better variety of shops & cheaper car parking!, Would be nice to have something to do in the evenings like we did when the Pavillion was there."

"car parking"

"More frequent late night shopping and interesting events - the indians with the panpipes get a bit tedious after a while. Young, fresh talent would be a big hit with the younger generation."

"Better shops, too many are closing."

"More disabled parking with access to shopmobility. (i.e. we have the shopmobility which is great, but the dissabled parking area adjacent to it is far too small)."

"There needs to be a more balanced feel to the town that would encourage me to walk between the Old and New Town Centres. This has been addressed to some extent by the plans, but can be done. What is there visually that would make me move from the new town centre to the old town? I don't want to walk past the boxes of the college which have such a detrimental effect on the old buildings of the Old High Street. Nor do I want to take my life in my hands trying to cross the roads to get there. Improve the physical and visual linkage and it would encourage more people to wander and visit longer."

"More shops and a different variety of shops, there is hardly any lens clothes shops! More pla es to eat. Maybe if we took away all the shops and banks that have two of them we might get somewhere. Less charity shops. Make it a bit more like Watford."

"Restore the Water Gardens and market square. Build a music/cinema/entertainment facility. NOT like that monstrosity at Jarmans - I mean something modest but decent - that would be good for start."

"Entertainment venue. More high quality shops."

"Market square used for the market, more specialist shops, every town centre in the country is depressingly familiar."

"Better shops. We had better facilities years ago than we have now. No leisure, no hospital and no entertainment facilities at all."

"A general vast improvement. We had better facilities years ago, leisure/health/safety etc than we have now. Deterioration not progress."

"A new theatre (as promised)"

"theatre"

"Increased parking, independent shops and a better maintenance plan for town centre. The bus/taxi lanes are regularly abused and parking on double yellow lines."

"Better paving in the Marlowes and entertainment thurs/fri/sat. Boats on the lake if possible."

"More planting and seating. More music."

"Free parking"

"Free parking on sundays"

"I visit almost every day."

"More great shops. Less pound shops/cheap rubbish. Less charity shops and book stores that are dumped in vacant stores."

"Somewhere to go dancing at night and also some pubs in the Water Gardens"

"another anchor store but not a supermarket"

"Bus stop along Waterhouse Street near Bank Court"

"Cheaper parking, more parking, more independent shops, a theatre"

"A proper department store selling more than clothes and cosmetics i.e. furniture (more upmarket than B&M and Wilkinsons). Seeing less empty stores and less betting shops."

"Improved ""lift"" service to Marlowes Car Parking. Cheaper short stay parking in Marlowes."

"Better shops. Free parking."

"if it was clearer and had nicer areas for most things."

"More unique independent shops. At the moment it's exactly the same as any other town and I avoid it."

"Greater variety of shops. Various events (funding and expenses considered!)"

"I am attracted to Dacorum as a complete combination of shopping, cultural heritage, historic landscape thereby a good place to live. I am now too old to work."

"A new theatre complex including a cafeteria and a bar should be made top priority. More events like the classic cards (in May) and classic buses (in August) which attract a lot of visitors to the town."

"Cheaper car parking. Better shops."

"Improve run down look of town"

"The market not being in the Marlowes. More good shops (independent or multis) i.e. BHS, a good sports shop, good shoe shop. Cleaner street."

"Quality shops - a more up-market feel"

"Ensure the very good bus services continue and add circular neighbourhood buses. Strong community police presence."

"Better quality shopping"

"More shops, more seating, no cycling"

"Being able to find things I want to buy!"

"Better variety of shops"

"Things to look at and be involved in other than shops"

"I very rarely come to town as I have a disabled child, but it proves difficult sometimes"

"Cheaper parking"

"More shops, not pound shops, not charity shops or cheap shops"

"More shops"

"More diverse shops"

"A park for kids to play"

"A new theatre similar to Aylesbury is what Hemel Hempstead needs along with a place for family entertainment"

"Cheaper parking"

"There is nowhere in Hemel where we can stage a major stage production of either a play or music"

"I visit every week. Parking restrictions mean that I can't always stay as long as I would like"

"Quality department store and supermarket. Fewer ethnic and cheap shops and betting shops."

"shops open later - more bright and colourful"

"more seats and more youthful shops e.g. Hollister"

"more plants and garden side cafes and river side cafes, clean the rivers, more creative shops - gardening, sewing and cooking"

"youth club"

"nothing"

"if there were better more modern shops (Hollister)"

"better shops and activities and more modern"

"if i'm honest it is the crowds that put me off. This couldbe solved by air conditioning or noise control, less loud music and shouting market people"

"more independant shops"

"cheaper parking, mum says can't just visit one shop for £1.50 she waits until she needs to visit lots of shops"

"more teenage hangouts such as a larger ""shake a shake"". Like there are areas of greenery in the town there could be areas of brighter paving to add more colour"

"knowing I don't have to be around smokers all the time and street cleaners"

"To hve more high quality brand shops etc BHS and to have the police on regular patrol to ensure shoppers are in a safe environment"

"more types of shops"

"more events and better shops. Clean streets modernise town"

"Better and pleasant seating aresa so more people can sit and socialise"

"extra shops, more vibrant"

"cheaper parking"

"more shops and affordable cafe"

"more family friendly restaurants/cafes"

"If there were things to do for people my age and if it was free as well"

"better shops, more restaurants"

"more eating seating areas more parking more opening hours"

"nandos"

"a few hotels/fun attractions"

"for the environmental side of the town, e.g art planting to be looked after"

"more variety of shop types, more cafes. Make it look more visually appealing by cleaning up the centre"

"unless you are shopping there is nothing to do for children"

"more hotels"

"I would like to feel safer around town. I normally go straight to the shops I need and then leave, There is nothing interesting or appealing to make me want to stay - possibly a more modern approach to architecture and make better upkeep of buildings"

"clothes shops"

"if there were more popular shops I would visit town more often"

"If it was in a nicer condition"

"If there was more shops that had reasonable prices for what they are selling it. Shops that sell Pauls Boutique and that sell Jack Wills and one that sells Hollister"

"have some of the shops I mentioned in previous question"

"Jack Wills Good shops A small park Free parking"

"more teen shops"

"more restaurants there are lots of cafe but not many restaurants"

"some more benches"

"more activities, shops and entertainment"

"something to do, like having more up keep restaurants and places to spend time doing like Quasar but for older people, perhaps a bowling alley or sports related activities or indoor adventure playground"

"more restaurants and more things to do, such as Quasar, so perhaps bowling as this has shut down at Jarmans park or perhaps an indoor assault course/adventure area/playground"

"more things to do there at night"

"better quality shops"

"reduce the cost of car parks"

"entertainment, live music"

"more skateparks"

"more modern feel and a greater amount of shoppers in the week"

"as previous"

"special events, high profile shops and restaurants"

"more child related shops"

"if there were teen places to buy drinks/food and if it look more modern"

"more shops better outdoor seating cash points further towards Debenhams More variety of shops etc textiles, arts and crafts"

"more exciting features like sculptures"

"more interesting shops and a cleaner place"

"more security/police patrolling to the area"

"We could add a model shop and an Apple store in the centre"

"clear roads, less rubbish"

"more and better shops and more events"

"cheaper parking fees"

"less pound shops please"



"more variety of shops, a proper department store eg John Lewis more colours - encourage families/older people not YOBS cheaper parking knock it down and start again"

"Q18.a"

**"Other, please specify"**

"White/English."

**APPENDIX 10**

**CABINET REPORTS AND EVIDENTIAL PAPERS**



**AGENDA ITEM: 10**  
**SUMMARY**

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>19 October 2010</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Hemel Hempstead Town Centre Options</b>
<b>Contact:</b>	Councillor Stephen Holmes, Portfolio Holder for Planning and Regeneration.  James Doe, Assistant Director - Planning, Development and Regeneration.
<b>Purpose of report:</b>	<ol style="list-style-type: none"> <li>1. To consider and agree the way forward for the future development and regeneration of the Town Centre.</li> <li>2. To outline and agree the next steps.</li> <li>3. To consider revised governance arrangements for the Hemel 2020 Programme.</li> </ol>
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That the strategy of incremental regeneration based on a framework approach, through a comprehensive Town Centre Masterplan is agreed.</li> <li>2. That the content of the project plan, as set out in the report, is endorsed.</li> <li>3. That revised governance arrangements for the Hemel 2020 Programme are agreed, including deletion of the Waterhouse Square Workstream and its replacement with a new comprehensive Town Centre Workstream and Project Board and</li> <li>4. That the revised governance arrangements should also include a new Workstream to deal with the Hemel Hempstead Station Gateway regeneration project.</li> </ol>
<b>Corporate objectives:</b>	Waterhouse Square and the wider Town Centre are two of the six workstreams that currently make up the Hemel 2020 Vision, which provides a framework for the delivery of

	<p>regeneration objectives and projects for Hemel Hempstead. It informs key strategies and plans such as the Local Development Framework and Community Plan.</p> <p>In relation to the Corporate Objectives the project contributes to Our Community; Resources and Value for Money; Our Environment; Economic Development and Regeneration; Affordable Housing and Our Profile and Reputation.</p> <p>This work also contributes towards the delivery of the Sustainable Community Strategy - Cross Cutting Theme of rejuvenating Hemel Hempstead and also towards reducing crime and creating a safer Dacorum; creating a cleaner and healthier environment; encouraging business and local employment; meeting housing need and promoting culture, arts, leisure and tourism.</p>
<p>IDP Themes and Benefits</p>	<p>This project delivers Hemel 2020 and pride in the local community.</p>
<p>Implications:  'Value For Money Implications'</p>	<p><u>Financial</u></p> <p>There are financial implications associated with the next steps outlined in this report which will be funded through the Local Development Framework reserve.</p> <p>As proposals for the town centre are progressed, funding requirements are likely to arise, potentially in the form of assets, use of Capital receipts, use of external funding or prudential borrowing. These will need to be evaluated and incorporated into the Medium Term Financial Strategy and Capital Programme as appropriate.</p> <p>The use of the Council's own landholdings and assets will need to be considered and evaluated as development plans and projects are worked up, in respect of the contribution they could make to facilitating development and regeneration. In particular, the use of these resources needs to be considered through the emerging Local Investment Plan process which is being worked up with the Homes and Communities Agency, and will be considered by Cabinet at its meeting on 30 November 2010.</p>
<p>Risk Implications</p>	<p>An ongoing Risk Assessment for the whole of the Hemel 2020 Vision is monitored by the Corporate Regeneration Group. The report recommends that the Waterhouse Square and wider Town Centre Workstreams are combined into one single, comprehensive grouping to cover the whole of Hemel Hempstead Town Centre. A Project Initiation Document has been prepared to cover the new Workstream and will include a risk assessment which will be reviewed regularly.</p>
<p>Equalities Implications</p>	<p>Hemel 2020 has its own Equality Impact Assessment which was reviewed in December 2009.</p>

Health And Safety Implications	None Identified.
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>Regard clearly needs to be paid to the Asset Management Plan and the Corporate Asset Group, or any replacement group, has a fundamental role to play in this context and therefore obviously need to be involved throughout workstreams/projects.</p> <p>The overarching Equality Impact Assessment will need to be reviewed/updated and there will need to be an Equality Impact Assessment for each workstream/ project.</p> <p><b>Deputy S.151 Officer</b></p> <p>As the financial implications section of this report indicates, the proposals outlined in this report will ultimately have significant consequences for the Council. However, the cost of the short- and medium term work proposed and itemised in sections 6.1 and 6.2 of this report, will be met from the existing Local Development Framework Reserve. As the various options are developed into specific proposals, their individual financial implications will be assessed and put before Members as part of the consideration and approval process.</p>
Consultees:	<p>Portfolio Holder/Chief Officer Group</p> <p>Infrastructure and Hemel 2020 Delivery Board</p> <p>Corporate Regeneration Group</p> <p>Hemel Hempstead Town Centre Partnership</p>
Background papers:	<p>Hemel 2020 Vision</p> <p>Dacorum Borough Local Plan, 2004</p> <p>Civic Zone Supplementary Planning Document</p> <p>Emerging Dacorum Core Strategy, 2010</p> <p>Dacorum Leisure Study</p> <p>Previous reports to Cabinet on the Waterhouse Square project</p>

## 1. BACKGROUND

The Hemel 2020 Vision and the Dacorum Borough Local Plan, with the Civic Zone Supplementary Planning Document, set out the Council's aspirations for the regeneration of the northern part of Hemel Hempstead Town Centre.

Following a selection process, developers Thornfield Properties were selected to undertake this, which culminated in a Development Agreement between it and the Council in January 2009 for a project which became known as Waterhouse Square.

By then the effects of the global banking crisis began to be felt and Thornfield spent much of 2009 in liaison with the Council through the Waterhouse Square Project Board, in working up a revised, less ambitious scheme. By the end of 2009 the scheme had been revised but had yet to be presented to the Council for a formal decision. In January 2010, Thornfield's holding company, Thornfield Ventures Ltd., went into administration and work on the Waterhouse Square project ceased.

Soon after the taking of Thornfield Ventures Ltd into administration, the Council's Director of Finance and Resources wrote to the administrators, Deloitte, to establish the status of Thornfield Properties to enable the Council to make an informed decision regarding the Development Agreement. At the time of writing a formal response has yet to be received.

It is understood that the administrators carried out an analysis of Thornfield's outstanding projects around the country with a view to making decisions as to their future. One scheme that was highly advanced, The Rock in Bury, Lancashire, has been progressed. By contrast, Waterhouse Square had only reached the development agreement stage and a detailed (revised) scheme, as referred to above, had not been worked up nor agreed with Dacorum Borough Council.

Since then, there has been no further progression of Waterhouse Square by Thornfield's administrators.

## **2. A NEW FRAMEWORK APPROACH TO REGENERATION**

Aside from the wider global economic issues that ultimately led to the demise of the Thornfield scheme, there were a number of specific reasons why the Waterhouse Square proposals failed to reach fruition. In the depressed economic climate, the large scheme being promoted was marginal financially. It was also reliant on generating significant value from high density, flatted residential development and a new foodstore to help finance other elements of the scheme.

Since the demise of Thornfield Ventures Ltd, your Officers in liaison with senior Members have been considering a new approach to dealing with the ongoing regeneration of Hemel Hempstead Town Centre.

On 15 April 2010 a workshop style meeting was held at Felden Lodge, Hemel Hempstead to consider a range of options for the future development and regeneration of the town centre. The conclusion of the meeting was that an incremental approach to development would be the most practical, underpinned by a framework Masterplan. This would be based on the emerging Core Strategy for Hemel Town Centre and grounded on what can be realistically delivered in the new economic and funding climate if regeneration is to be secured in the short to medium term.

A key alternative to this framework approach might be to put the Waterhouse Square scheme 'on ice' pending a recovery in the market. Your Officers do not recommend this for a number of reasons.

There are a number of key issues and key sites within Hemel Hempstead Town Centre which require solutions in the short to medium term. These include the general environmental quality and appearance of the town, the need to improve its

economy and having a clear strategy and vision as to what the town centre's function and role is to be. Within this matters such as the level and type of new housing, the future of the Council's offices and other public services, the extent and type of retailing and management of traffic and public transport provision need addressing.

Sites such as the West Herts College, the 'civic block' between Combe Street and Dacorum Way, the Market Square and bus station and the Hospital zone are key to the town centre and all present development challenges.

In moving to a framework approach, as opposed to trying to achieve a large, integrated regeneration project such as Waterhouse Square, your Officers have sought external professional advice from Knight Frank, the Council's former development advisors on Waterhouse Square. Their advice endorses this approach in general. Also, the Council has, over the course of 2010, received a number of enquiries from potential developers who have expressed their own opinions about the future of the town centre. Whereas these views differ, most point towards an incremental framework approach as the most realistic way forward.

In particular, Knight Frank advises that here are many instances around the country of Local Authorities just 'sitting on' proposals which failed to be delivered in the economic downturn, assuming as the market picks up their viability will return. They advise that in some cases that may be true, but in others it is certainly flawed. In particular, it is considered unlikely that the high density flatted market, upon which the Thornfield proposals were reliant, is going to return even in the longer term.

Consequently, it is both prudent and expedient for the Council to develop an alternative approach that provides realism and flexibility and removes the inherent risks of failure that are embodied in a large, integrated development package.

### **3. NEXT STEPS**

If an incremental approach is to be taken, it will need to be driven by what is concluded to be deliverable content within the scheme, as well as what land is available and the uses which need to be retained.

The Council has already approved, via the Local Development Framework Core Strategy, a draft approach to managing development and regeneration within Hemel Hempstead Town Centre. This divides the town centre into a series of seven 'character areas'. An extract diagram from the draft Core Strategy is shown at **Appendix 1** to this report. This strategy must underpin the Council's approach to regeneration.

To move forward, the following tasks need to be undertaken to build up the overall picture.

#### **3.1 Land Review and Delivery Strategy**

Land assembly will be an issue in the current and future markets. The viability of regeneration schemes is often affected by the relative ease or complexity of assembling sites to bring them forward for development. As such, ownership boundaries need to be considered carefully and the extent to which interests can be avoided. Linked to this, a Delivery Strategy needs to draw on a review of land assembly issues and consider a number of alternatives.

### **3.2 Council Accommodation Review**

The Council offices were an important part of the original Waterhouse Square scheme. The age and condition of the current offices certainly suggests that new offices are still required. The previous analysis on this was underpinned by a position taken by the Council that a single new office building should be provided in the town centre to maximise accessibility and provide a regeneration benefit to the town. Whilst these arguments certainly still hold up, they need to be reviewed against some of the alternatives, including:

- Separation of front of house and backroom offices;
- Examination of available second hand offices;
- Possible dispersal of some staff to cheaper out of town locations.

Other public sector parties must also be considered and the opportunity for co-location and shared services. This will need to sit alongside an assessment of the amount of space required.

A project to re-examine the opportunities for the Civic Offices arising from the demise of the Waterhouse Square project is now being commissioned from V4 Services Limited. The work will build on the previous studies and, after a property market review and consultation with stakeholders, is intended to outline the various delivery options available and suggest a preferred option to provide an integrated scheme for the civic centre and offices.

### **3.3 Performing Arts Venue Options**

The centrepiece of the previous Waterhouse Square scheme was the Performing Arts Venue. Whilst it would have created profile for the town it was, however, extremely expensive and also looked likely to produce a significant revenue deficit.

There are now a number of competitor venues in the area. These include the Alban Arena at St Albans, the Palace Theatre at Watford, Milton Keynes Theatre, Wycombe Swan at High Wycombe and The Grove Theatre, Dunstable. Further competition may come from the Derngate/Royal at Northampton. The question has to be whether Hemel Hempstead can compete in this environment.

Furthermore, Hemel's leisure offer has moved on and developed somewhat. The new Snow Centre has opened and work on the new extreme sports facility at Jarman Park has started. The town now has an enhanced 'activity' offer to the market which needs to be taken into consideration.

To examine the issue of leisure and entertainment provision in the round, it is recommended that Officers draw together the conclusions of existing research and present future recommendations to Cabinet. This will include the work undertaken as part of the Waterhouse Square project for the construction of a new Performing Arts Venue (PAV), the Dacorum Leisure Study, findings of SportSpace's Facilities Improvement Strategy and a review of options to determine an appropriate and workable market niche for leisure and entertainment facilities in Dacorum.

These considerations will need to be overlain by the effects of the forthcoming Comprehensive Spending Review (October 20) and its impact on the Borough Council's revenue budget.



### **3.4 Foodstore Analysis**

One area of the market which has remained strong throughout the downturn is that for foodstores. Rents have held up well and yields also remain strong given the covenant strengths of the operators. This is borne out by a number of developers and agents who have discussed town centre development options with Officers this year.

A major foodstore with a large surface car park will present challenges from an urban design perspective. However, a foodstore is probably the only use which will provide sufficient value to support the other elements of development that the Council will require.

An examination of the land available to provide a major foodstore and the values likely to flow from it needs to be undertaken. This could be embellished with some further design work looking at mitigating the impact on the area, or looking at a slightly compromised store to assess the impact on cost and value. Details of research proposals are currently being sought by Officers.

### **3.5 Overarching Town Centre Masterplan**

The Town Centre Masterplan will help to deliver the town centre's vision and local objectives and the development opportunities for each of the character zones, which are set out in the draft Core Strategy. It will be the longer term framework from which co-ordinated improvement, development and regeneration works will flow.

The document will also aim to bring together the outcomes of the town centre tasks described above, as well as the established plan for the physical improvements of the Marlowes pedestrian zone and mechanisms for the delivery of district heating and combined heat and power (CHP).

More detailed work is expected to cover:

- The town centre's future economic offer, in conjunction with the work of the town centre partnership;
- feasible options for development on key sites;
- sustainable development and streetscape design, including green energy;
- traffic management and public transport facilities and links throughout the town;
- environmental strategy and physical improvements, linking to the Marlowes Shopping Zone Improvement Plan;
- Land assembly issues and approach to compulsory purchase, where needed and relevant.

## **4. SHORT TERM WORKS AND INTERVENTIONS**

### **4.1 Marlowes Shopping Zone**

The Marlowes Shopping Zone is at the heart of the town centre and is the prime retail pitch with the greatest footfall. It is also a central gateway to the Gade Zone, the Hospital Zone and the Plough Zone. Therefore, major improvements to the Marlowes Shopping Zone will work in synergy with future improvements proposed for the wider town centre.

An Improvement Plan has now been commissioned for the Marlowes Shopping Zone that will significantly enhance the public realm and streetscape, securing greater footfall and expenditure and adding to the diversity of uses within the Town Centre. The strategy will identify public realm improvements that can be delivered in the short term (those that should be completed over the next twelve months), medium term (those which could be completed over the next one to five years) and longer term projects (those which could be completed in five to ten years). The outcome of this work is expected in early 2011.

In the meantime, a series of short term, high impact, public realm interventions are being undertaken benefiting existing users of the town centre and new visitors and creating positive benefits that will begin to change the perception of Hemel Hempstead Town Centre.

Receipts from developer (section 106) contributions and Local Area Agreement Performance Reward Grant will fund these improvements together with the first wave of short term improvements identified as part of the Marlowes Shopping Zone Improvement Strategy, as reported to Cabinet on 27 April 2010.

Also, a short review of the operation of the Street Market has been commissioned to examine potential for development and improvements.

In the medium term (within the next five years) detailed improvement strategies for each of the remaining character zones will need to be completed to provide clear guidance for future investment and infrastructure and the development and regeneration of other sites.

#### **4.2 West Herts College**

The College is currently preparing plans for the redevelopment of its facilities on the site that lies between Queensway, Marlowes, Leighton Buzzard Road and Dacorum Way. Plans discussed with Officers so far show a new college building on the Marlowes/Queensway frontage with the remainder of the site dedicated to new housing.

Considerable time has been spent by the College, its advisors and Officers in working up an acceptable design. The latest plans have recently been considered by a meeting of the Inspire East Design Review Panel in Thetford. A planning application is expected imminently.

#### **4.3 The Image Development (former Kodak site)**

This ambitious mixed use development of flats, offices and shop/restaurant uses is nearing completion: the developers, Dandara, estimate this to be by the end of 2010. The new Alfie Morland bridge, which provides pedestrian links between the site and Riverside and Marlowes was opened by The Mayor of Dacorum in September. Officers continue to monitor the development closely and work with Dandara to ensure its completion and ongoing success as a major new development at the heart of Hemel Hempstead.

### **5. GOVERNANCE**

Governance arrangements will follow the principles of Portfolio Management within the Council. This project will need to be aligned to the Council's emerging housing and regeneration priorities. The project plan will be subject to corporate project

management governance, through the CorVu performance management system. The Performance Board will oversee progress at a high level.

The multi-agency Infrastructure and Hemel 2020 Delivery Board sits within the umbrella of The Dacorum Partnership, the Local Strategic Partnership for the Borough. Co-ordination of internal working is dealt with through the Corporate Regeneration Group. From here, reports are made to Corporate Management Team, Cabinet and Overview and Scrutiny Committee as necessary.

The Corporate Regeneration Group is supported and serviced by the new Strategic Planning and Regeneration service group. In turn the Hemel 2020 programme is made up of six workstreams comprising: Waterhouse Square; Wider Town Centre; Maylands; Hemel Neighbourhoods; Green Spaces; and Growth Areas.

It now makes sense to combine the Waterhouse Square and wider town centre workstreams into one single, comprehensive grouping to cover the whole of Hemel Hempstead Town Centre.

There is a further Hemel 2020 Project, the regeneration of the area around and close to Hemel Hempstead station, that does not sit comfortably into any one of the existing workstreams. It is therefore proposed, that a new workstream be set up to cover this important area of work known as the Hemel Station Gateway. Members should note that the project boundaries of the Station Gateway are contiguous with those of the Two Waters Urban Park, which in turn is contiguous with that of the Town Centre. The three projects are consequently and importantly interlinked.

## **6. PROJECT PLAN**

A draft project initiation document for Hemel Hempstead Town Centre has been produced to underpin project management and governance. This is attached at **Appendix 2** to this report.

The following sets out a summary of proposed actions.

### **6.1 Short Term (Next 12 Months)**

- a. Undertake the Council Accommodation Review
- b. Devise a Land Assembly and Delivery Strategy
- c. Set out a programme of quick wins through the Marlowes Shopping Zone Improvement Strategy and implement them
- d. Undertake a foodstore analysis
- e. Review research and options for leisure and entertainment provision in Hemel Hempstead and how this is best provided in the Town Centre
- f. Complete the options report for street market
- g. Progress the LDF Core Strategy to timescale as it applies to the Town Centre
- h. Make arrangements for new Town Centre Masterplan, to include Strategic Transport Plan
- i. Press for changes to bus routes, particularly between the Town Centre, Hemel Hempstead Station and the Maylands Business Estate

### **6.2 Medium Term (One to Five Years)**

- a. Adopt the Town Centre Masterplan as Supplementary Planning Document, based on the adopted Core Strategy
- b. Bring forward a programme of improvements for street market

- c. Implement a housing delivery programme as part of wider development and regeneration plans for Hemel Hempstead
- d. Agree the redevelopment strategy for the Hospital Zone and housing delivery
- e. Agree the approach taken to the Paradise General Employment Area and its role in the Town Centre
- f. Develop an Old Town Improvement Strategy and deliver actions
- g. Develop and implement plans to develop the evening economy

### 6.3 Long Term (Five Years Plus)

- a. Secure development of key sites (see 6.4 below)
- b. Deliver leisure and entertainment facilities as considered appropriate from the research review
- c. Deliver new primary school within the Town Centre to support new housing
- d. Maintain and manage ongoing, co-ordinated environmental and physical improvements
- e. Secure employment investment
- f. Implement the delivery of combined or joined up public services

### 6.4 Delivery of Key Sites

Location	Actions	Estimated Timescales
<i>West Herts College</i>	Accept development on the West Herts College site for a new college facility and housing and manage through the planning process	2010
	Construction/delivery	2011/12
<i>Civic Centre</i>	Resolve development options through feasibility work	2010
	Resolve delivery options	2010/11
	Construction/delivery	2012 onwards
<i>Market Square</i>	Resolve development options through feasibility work	2010
	Resolve delivery options	2010
	Site Assembly	2012
	Construction/delivery	2012/13 onwards
<i>Hospital Zone</i>	Establish likely development options	2010
	Take forward feasibility work	2011
<i>Paradise</i>	Consider development options through feasibility work (following decision on hospital zone)	2011
<i>Gade Zone</i>	Develop plans for regeneration in Waterhouse Street in conjunction with improvement plans for the Water Gardens	2012
<i>Plough Zone</i>	Consider options for sites around the Plough Roundabout as part of overarching Town Centre Masterplan. Ensure links to the Urban Park project which include redevelopment and regeneration options between Two Waters Road and Lawn Lane	2011



## PROJECT INITIATION DOCUMENT

PROJECT DETAILS	
Project Title	Hemel Hempstead Town Centre
Project Portfolio Holder	Stephen Holmes
Project Sponsor	James Doe
Project Accountable Officer	Chris Taylor
Project Manager	Kate Lang
Contribution to Priorities	Our Community; Resources and Value for Money; Our Environment; Economic Development and Regeneration; Affordable Housing; Our Profile and Reputation
Contribution to SCS theme	Reducing Crime and Creating a Safer Dacorum; Creating a Cleaner and Healthier Environment; Encouraging Business and Local Employment; Meeting Housing Need; Promoting Culture, Arts, Leisure and Tourism
Approved by	
Date Approved	

VERSION CONTROL			
Version	Date	Editor	Details of Changes

CONTENTS	
1.0 Project Background	3
2.0 Project Objective	3
2.1 Scope & Scope Exclusions	3
2.2 Critical Criteria	3
2.3 Non-Critical Criteria	3
2.4 Success Criteria	3
3.0 Costs and Benefits	4
3.1 Costs	4
3.2 Benefits	4
4.0 Assumptions, Constraints & Dependencies	4
4.1 Assumptions	4
4.2 Constraints	4
4.3 Dependencies	4
5.0 Impact Analysis	5
6.0 Project Plan & Organisation	5
6.1 Project Plan (Timeline)	5
6.2 Project Board Members	5
6.3 Project Working Groups	5
6.4 Project Resources	5
7.0 Communications Summary	5
8.0 Risk Summary	6
9.0 Project Controls & Reporting	7
10.0 Tolerances & Exceptions	7
11.0 Alternatives Considered & Why Rejected	7
12.0 Project Approvals	8
13.0 Appendices	8

1.0

PROJECT BACKGROUND

The Hemel 2020 Vision and the Dacorum Borough Local Plan, with the Civic Zone Supplementary Planning Document, set out the Council's aspirations for the regeneration of the northern part of Hemel Hempstead Town Centre.

Following a selection process, developers Thornfield Properties were selected to undertake this, which culminated in a Development Agreement between it and the Council in January 2009 for a project which became known as Waterhouse Square. By then the effects of the global banking crisis began to be felt and Thornfield spent much of 2009, in liaison with the Council through the Waterhouse Square Project Board, in working up a revised, less ambitious scheme. By the end of 2009 the scheme had been revised but had yet to be presented to the Council for a formal decision. In January 2010, Thornfield Properties' holding company, Thornfield Ventures Ltd., went into administration and work on the Waterhouse Square project ceased.

Soon after the taking of Thornfield Ventures Ltd into administration, the Council's Director of Finance and Resources wrote to the administrators, Deloitte, to establish the status of Thornfield Properties to enable the Council to make an informed decision regarding the Development Agreement. No response was received.

2.0

PROJECT OBJECTIVE

Aside from the wider corporate issues that ultimately led to the demise of Thornfield Properties, there were a number of reasons why the Thornfield proposals failed to reach fruition. The financial appraisals underpinning the development always showed a marginal scheme and one which was reliant on generating significant value from the residential and foodstore uses.

There are many instances around the country of Local Authorities just sitting on proposals which failed to be delivered in the downturn, assuming as the market picks up their viability will return. In some cases that may be true, but in others it is certainly flawed. In particular, it is considered unlikely that the high density flatted market, upon which the Thornfield proposals were reliant, is going to return even in the longer term.

Consequently, it is unlikely that the Council has the option to put proposals on the shelf for a period on the assumption that at some stage the market will be strong enough to deliver the sort of comprehensive scheme which was previously proposed, certainly in the form it was previously shown.

On Thursday 15 April 2010 a workshop style meeting was held at Felden Lodge to

consider a range of options for the future development and regeneration of the town centre. The conclusion of the meeting was that an incremental approach to development is the most practical, underpinned by a framework Masterplan that will flow from, or at least be strongly influenced by, what is deliverable rather than the other way round if early delivery is to be achieved.

Hemel Hempstead Town Centre is one of the six workstreams that currently make up the Hemel 2020 Vision, which provides a vision and framework for the delivery of regeneration objectives and projects for Hemel Hempstead.

The project contributes to the Corporate Objectives of Our Community; Resources and Value for Money; Our Environment; Economic Development and Regeneration; Affordable Housing and Our Profile and Reputation.

2.1

## SCOPE AND SCOPE EXCLUSIONS

### IN SCOPE

The Town Centre is made up of seven character zones as follows: The Plough Zone; Hospital Zone; Marlowes Shopping Zone, Hemel Old Town; Original Marlowes Zone; Gade Zone and the Jellicoe Water Gardens.

### SCOPE EXCLUSION

This project does not influence the current Town Centre management arrangements, however will ensure that this regeneration vision takes account and dovetails with current work on the ground and includes the team in the planning and integration of the service into the future.

Currently the role of the Town Centre Management includes maintenance issues, liaison with Highways, DBC property such as bus shelters and canopies, street traders, and street care, events and a point of contact for businesses.

2.2

## CRITICAL CRITERIA

- Foodstore Analysis
- Council Accommodation Review
- Performing Arts Venue Options Appraisal
- Land Review
- Delivery Strategy
- Town Centre Masterplan

2.3

## NON-CRITICAL CRITERIA

2.4

## SUCCESS CRITERIA

A diverse town centre with a range of uses and users, yet with distinct activity



and character areas

Better transport facilities, especially bus routes and a new bus station

Additional housing in the form of a new residential neighbourhood, with a significant proportion of affordable housing

A wide variety of business and employment uses, and increased footfall and dwell time

A new foodstore and better quality shopping, less vacant units

A modern, high tech yet compact hospital

Cultural and entertainment facilities that can be used flexibly, and a focal point for events

New civic focus, with public services together and no loss of civic facilities

Development of the evening economy and vibrancy throughout

Consistency in appearance of the urban realm, with connections to the open spaces, particularly to Gadebridge Park and Heath Park

Improvements to the distinctiveness of the Old Town

Improvements to the Water Gardens, opening up the water frontage

Redevelopment or removal of "The Ramp"

Improved biodiversity

Delivery of a low carbon town centre

A programme of improvements that can commence within two years

3.0	COSTS & BENEFITS		
<p>[NOTES: This section needs to specifically show what the benefits and the costs are of this project. This will enable the programme board to decide whether or not to go forward with the project. The more information at this stage the better, and it is important the cost information is as accurate as possible. You can ask a finance accountant to help you with the cost information. Add in how this cost will be met i.e. existing budget or if you are asking for additional budget. Additional budget will need to go through the correct financial process.]</p>			
3.1	COSTS		
	[Year]	[Year]	[Year]
Category & Exp code			
Capital			
Revenue (one off)			
Revenue (recurring)			
3.2	BENEFITS		
<p>To create a town centre we can be proud of and that can compete with other towns in Hertfordshire</p>			

4.0	ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES		
4.1	ASSUMPTIONS		
4.2	CONSTRAINTS		
4.3	DEPENDENCIES		
<p>Funding Land Assembly Staff Team Expert Legal, Property Consultancy and Masterplanning Advice Partnerships with Stakeholders</p>			

5.0	IMPACT ANALYSIS (Please remember to consider Work Force Planning impacts)	
Who (or what) is going to be impacted?	How are they (or is it) going to be impacted and for how long?	What is going to be done about it?
Members of Project Board	The Team will be required to carry out individual pieces of work and to put forward recommendations to the Council's Cabinet Ongoing	Regular updates at Board Meetings
Public Sector Partners	Some of the Site is in the Ownership of other Public Sector Organisations Ongoing	Represented on Project Board
Property and Estates	Some of the Site is in Council Ownership Ongoing	Represented on Project Board
Clean Safe and Green	Currently responsible for maintaining some of the site within the scope of the project Ongoing	Information sharing through Group Managers
Businesses	Improved facilities with the potential for some disruption Ongoing	Inform and Consult through Town Centre Partnership
Local Councillors	Enquiries from constituents Ongoing	Cabinet, Internal Documents and Town Centre Partnership
Chief Officers	Enquiries from members of the public, Councillors, etc.	Cabinet and Internal Documents

6.0	PROJECT PLAN & ORGANISATION			
6.1	PROJECT PLAN (TIMELINE)			
Phase	Task No	Description	Start Date	End Date
1	1	Undertake a Council Accommodation Review		
1	2	Set out a programme of quick wins through the Marlowes Shopping Zone Improvement Strategy and implement them	September 2010	January 2012
1	3	Commission an options report for street market	October 2010	January 2011
1	4	Undertake foodstore analysis	October 2010	January 2011
1	5	Commission an Options Report for Performing Art Venue and Take Decision	October 2010	April 2011
1	6	Devise a Land Assembly Strategy	October 2010	April 2011

1	7	Agree a Delivery Strategy for Gade Zone	October 2010	April 2011
1	8	Make arrangements for Town Centre Masterplan	November 2010	March 2012
1	9	Establish Hemel Hempstead Town Centre Project Board	November 2010	November 2010
		Further phases and deliverables will be identified by the Project Board following the outcome of the feasibility work		

6.2	PROJECT BOARD MEMBERS
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Councillor Stephen Holmes, Portfolio Holder for Planning and Regeneration  
Councillor Colette Wyatt-Lowe, Portfolio Holder for Community Services and Public Protection  
James Doe  
Chris Taylor  
Steve Baker  
Linda Dargue  
John Kulasek  
Kate Lang

**Key Stakeholders:**

Homes and Communities Agency  
The East of England Development Agency  
Hertfordshire County Council  
West Herts College  
Job Centre Plus  
Landowners  
Environment Agency  
Hertfordshire Constabulary  
Magistrates Court  
Arriva  
Town Centre Partnership

6.3	PROJECT WORKING GROUPS
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Separate Working Groups will need to be established as and when required to manage particular strands of the project as proposals for the Town Centre develop. The progress made by these groups against agreed work plans will be reported as part of the monthly highlight reports.

Core Members:

Kate Lang  
Spatial Planning

Development Management Property and Estates (as required) Finance and Governance (as required) Legal (as required) Key Stakeholders (as required)	
6.4	PROJECT RESOURCES

7.0	COMMUNICATIONS SUMMARY		
What are we communicating?	With Whom?	Who is responsible?	How will we be communicating this?
Progress, Impacts, Changes, Plans	Councillors, Chief Officers, Staff, Stakeholders, Businesses, Members of the Public	Project Manager	Website Dacorum Digest Town Centre Partnership Grapevine IDP Bulletins Local Press

8.0	RISK SUMMARY					
(Taken from the Project Risk Log which is an appendance to the PID for further information)						
RISK NO	CATEGORY & REFERENCE	RISK DESCRIPTION	RISK LINKAGE	INHERENT RISK RATING	RESIDUAL RISK RATING	RESPONSIBLE OFFICER
SC1	Strategic/ Commercial	Scope of Project Gets Lost		16	8	
SC2	Strategic/ Commercial	Landowners Opting Out		16	8	
SC3	Strategic/ Commercial	Lack of Funding		16	8	
SC4	Strategic/ Commercial	Lack of Resources		16	8	

9.0	PROJECT CONTROLS & REPORTING
<p>The Accountable Officer will establish adequate controls to ensure that the proposed benefits and outcomes are realised within the agreed timescales.</p> <p>The Accountable Officer and project manager will ensure that this project complies with the Councils Portfolio Management Governance.</p> <p>Project Manager will meet at regular intervals with the Project Team members who will produce regular Status reports.</p> <p>The project manager will provide accountable officer with regular Status reports and a monthly highlight report showing the current status of the project and individual milestones, which is updated through Corvu.</p> <p>The Accountable Officer will approve the highlight report using Corvu which will then be submitted to the Improvement and Performance Office. The Improvement and Performance office will accredit the report and distribute to Assistant Directors, who will present reports to IDPCMT for directors to present to Performance Board.</p> <p>Change Control – If the requirements, objective, scope or budget for the project change, an IDP Change Control form should be drafted by the Project Manager, reviewed and submitted by the Accountable Officer for approval and sign off by the Project Sponsor at CMT. The Improvement and Performance office will update Corvu on signed off change controls.</p>	

10.0	TOLERANCES & EXCEPTIONS
<p>Each Workstream Manager will be responsible for the development of a work plan (to be agreed with the Project Manager) and implementation of that plan for the particular strand of the project they are responsible for. In addition each Workstream Manager will be responsible for maintenance of an Issue Log and any exceptions or issues that have a detrimental impact on the project should be reported to the Project Manager as soon as possible via the appropriate method on email.</p> <p>Exception issues outside the Project Managers authority will be referred to the Accountable Officer by the Project Manager. These will then be taken up with Project Sponsor by the Accountable Officer. Exception issues that are outside project sponsor responsibility will be escalated to Director, If outside Directors responsibility level the issue will go to the Performance board</p>	

11.0	ALTERNATIVES CONSIDERED & WHY REJECTED
<p>The following alternative options for the future development and regeneration of the town centre were considered and rejected:</p> <p><b>Option 1: Laissez-Faire - Market delivered changes only</b></p> <p>This was rejected on the basis that although the least demanding on Council time and resources, it carries significant risks of decline to the town centre and a lack</p>	

of control over its future.

**Option 2: Waterhouse Sq Mark II**

This was rejected for a variety of reasons. The economic climate and forward funding approach of the lending institutions has moved on considerably since the Waterhouse Sq. development agreement was concluded. Whereas it may be possible for a revised comprehensive scheme to come forward, this would take some years to achieve whereas the town centre needs solutions in the short to medium term



12.0	PROJECT APPROVALS
PROJECT SPONSOR (Assistant Director)	DATE
ACCOUNTABLE OFFICER (Group Manager)	DATE
IDP FINANCE OFFICER	DATE
IDP CMT	DATE

13.0	APPENDICES
Full Risk Register (COMPULSORY)	
CSSG Forms (Compulsory for Capital spend)	
Gantt Chart	
Full Communications Plan	
Other	



**AGENDA ITEM: 13**  
**SUMMARY**

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>29 March 2011</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Hemel Hempstead Town Centre Masterplan</b>
Contact:	Councillor Stephen Holmes, Portfolio Holder for Planning and Regeneration  James Doe, Assistant Direct, Planning, Development and Regeneration
Purpose of report:	1. To set out proposals for the composition of the Town Centre Masterplan and agree the way forward
Recommendations	1. That the scope and content of the Masterplan, as set out in Section 3 of the report, is endorsed.  2. That the opportunities, priorities and key projects set out in Section 4 of the report are agreed.  3. That specialist consultants are appointed as explained in the report to assist with the development of the Town Centre Masterplan.  4. That the changes to the boundary of the Marlowes Shopping Zone shown at Appendix E are agreed.  5. That the governance arrangements detailed in Section 6 of the report are agreed.  6. That the next steps shown at Section 8 are agreed.

Corporate objectives:	The Town Centre is one of the six workstreams that currently make up the Hemel 2020 Vision, which provides a vision and framework for the delivery of regeneration objectives and projects for Hemel Hempstead. It will inform key strategies and plans such as the Local Development Framework and Community Plan. The vision and its projects cover the full range of the Council's Corporate Objectives.
IDP Themes and Benefits	<p>This project delivers Hemel 2020 and pride in the local community.</p> <p>In relation to the Corporate Objectives the project contributes to Our Community; Resources and Value for Money; Our Environment; Economic Development and Regeneration; Affordable Housing and Our Profile and Reputation.</p> <p>This work also contributes towards the delivery of the Sustainable Community Strategy - Cross Cutting Theme of rejuvenating Hemel Hempstead and also towards reducing crime and creating a safer Dacorum; creating a cleaner and healthier environment; encouraging business and local employment; meeting housing need and promoting culture, arts, leisure and tourism.</p>
Implications:  'Value For Money Implications'	<p><u>Financial</u></p> <p>The process of preparing a Town Centre Masterplan as part of the Local Development Framework (LDF) has financial implications. The provisional estimate for the Masterplan is £100,000. Budget provision, together with a LDF reserve, is made for 2011/12.</p>
Risk Implications	An ongoing Risk Assessment for the whole of the Hemel 2020 Vision is monitored by the Corporate Regeneration Group. The Project Initiation Document for Hemel Hempstead Town Centre includes a risk assessment that is reviewed regularly.
Equalities Implications	Hemel 2020 has its own Equality Impact Assessment which was reviewed in December 2009.
Health And Safety Implications	None Identified.
Monitoring Officer/S.151 Officer Comments	<p><b>Monitoring Officer:</b></p> <p>No further comments to add to this report.</p> <p><b>Deputy S.151 Officer</b></p> <p>The immediate financial issues dealt with in this agenda item relate to the approval of the Hemel Hempstead Town Centre Masterplan and the approval to spend £100,000 on consultancy services to develop the plan in further detail. This expenditure has been fully budgeted in 2011_12 under cost centre DD405.</p> <p>The full financial implications for the development of the town centre will not be known until the Master Plan is complete. At</p>

	that stage, detailed financial appraisal of the various options will be needed.
Consultees:	Portfolio Holder  CMT  Infrastructure and Hemel 2020 Delivery Board  Corporate Regeneration Group  Town Centre Partnership
Background papers:	

## 1. Background

Dacorum Borough Council is committed to improving the quality and vitality of Hemel Hempstead Town Centre.

On 19 October 2010, Cabinet considered a report on the future development of the Town Centre, and agreed a strategy of incremental regeneration based on a framework approach, through a comprehensive Town Centre Masterplan.

The Masterplan will adopt a holistic approach to the regeneration of the whole Town Centre, whilst a series of plans and proposals for each of the seven character areas will target the areas where immediate action is needed and development pressure exists.

The Council's aspiration is to transform Hemel Hempstead Town Centre into a vibrant place where people will want to shop, work, live, learn and visit during the day, evening and night.

The Hemel Hempstead Town Centre Masterplan will provide a framework to help deliver the Town Centre's vision and objectives. The Masterplan will set out how this will be implemented and the timescales involved. The vision, aims, development design principles and development opportunities will be developed by building upon the information outlined in the draft Local Development Framework, Core Strategy (as previously approved by Cabinet) and through the ideas generated at the Town Centre Masterplan Charette.

This report sets out:

- the key themes and ideas that emerged from the Masterplan Charette;
- the proposed structure of the Masterplan;
- the key opportunities for each of the defined character areas of the Town Centre and the projects which have been identified as priorities;
- the proposed governance arrangements and resources required;
- the arrangements for public engagement in the master planning process;
- the next steps to be taken and the timetable to approval of the final Masterplan by Cabinet.

The regeneration of Hemel Hempstead Town Centre is vital to the overall well being of Dacorum. Proceeding with the master planning process will set a new direction for the future of the Town Centre, and will enable transformation and regeneration of the centre to proceed as quickly as possible.

The Project Initiation Document (PID) for this work is attached at Appendix A.

## **2. Charette**

A Hemel Hempstead Town Centre Masterplan Charette was held on 25 January 2011 at Felden Lodge. The Charette was designed to stimulate ideas, listen to a range of voices and views and develop a momentum that would help sustain the subsequent stages of the master planning process.

The Charette was run with the aid of design enablers from Inspire East and the Commission for Architecture and the Built Environment (CABE). A range of stakeholders representing business, the environment, voluntary and community organisations and landowners were invited together with Officers from Dacorum Borough Council and Hertfordshire County Council.

The workshop was structured around the following key questions:

- What sort of town do we have?
- What sort of town do we want?
- What are our strengths and opportunities?
- How do we make the changes we need?

A report produced by Inspire East as a record of some of the key themes and ideas that emerged from the Masterplan Charette is attached as Appendix B to this report (together with a full list of workshop participants).

## **3. Structure of Masterplan**

The Charette Report sets out a series of recommended next steps for the master planning process following the successful workshop event. The first of these is to clearly define the purpose and scope of the Masterplan.

The proposed structure of the Masterplan is as follows:

### **3.1 Introduction**

Background to the Study  
The Study Area

### **3.2 Analysis of Hemel Hempstead Today**

Town Centre Area  
Existing and Future Uses and Activities  
Health Check: Analysis of Environmental Quality and Access  
Strengths, Weaknesses, Opportunities and Threats

### **3.3 Town Centre Vision**

### **3.4 Masterplan Aims**

Regeneration Objectives  
Masterplan Principles:

- New Uses and Activities

- A Quality Town Centre
- Sustainable Access

### **3.5 Cross-Cutting Strategies**

Major Land Use Strategy  
District Heating Feasibility Study/Strategy  
Urban Design Strategy  
Transport Strategy  
Infrastructure Strategy

### **3.6 Zone Plans and Proposals**

Jellicoe Water Gardens  
Gade Zone  
Original Marlowes Zone  
Hemel Old Town  
Marlowes Shopping Zone  
Hospital Zone  
Plough Zone

### **3.7 Implementation and Phasing**

Land Ownership  
Viability  
Timescales

The Strategic Planning and Regeneration Team will lead on the development of the Town Centre Masterplan supported by a range of specialist consultants. Appendix C sets out those sections of the Masterplan that will be undertaken in-house and the work external consultants will be required to undertake. The document also shows how the key issues emerging from the Charette will be fed into the Masterplan.

At the heart of the Masterplan will be a series of plans and proposals for each of the seven Character Zones, supported by the aims of the plan (at Section 3.4) and the cross-cutting strategies (at Section 3.5).

## **4. Priority Projects**

Appendix D brings together the Core Strategy and the key opportunities put forward as ideas from the Charette event for each of the defined character areas of the Town Centre.

The key opportunities proposed for each of the zones within the Town Centre provide a good starting point for the master planning process but cannot be developed without further detailed analysis. This includes economic and viability testing alongside more detailed design testing.

In the meantime, Members are asked to give their support to four projects which have been identified as a priority. These key sites will be catalysts for the regeneration of the town centre and as such require solutions in the short to medium term.

### **4.1 Civic Block**

The 'Civic Block' between Combe Street and Dacorum Way is considered to be a first priority and advice should be sought from a specialist looking at development options, costs and likely receipts based on the following options or a combination thereof:

- Civic Centre/Civic Hub (where public services could be co-located including for example the library)
- Residential
- Food Store

With this an assessment on the most appropriate route to development (for example straightforward sale; joint venture, etc.) is required.

#### **4.2 Market Square and the Water Gardens**

A clear outcome of the Charette is the need to consider the opening up of the Water Gardens to exploit one of the Town Centre's best features and use it as a catalyst for investment and activity.

As part of the previous Waterhouse Square Scheme, the Council's previous development partner, Thornfield Properties had proposed both a new Civic Centre, and in latter schemes, a new Performing Arts Venue, on land to the west of the river upon which the two-deck Water Gardens North Car Park currently stands.

A project to re-examine the opportunities for this site needs to undertaken based on the following options or a combination thereof:

- Civic Centre/Civic Hub (where public services could be co-located including for example the library)
- Food Store
- Leisure Uses

#### **4.3 Hospital Zone (Including Paradise)**

The Hospital Zone presents the opportunity for a partnership project involving Dacorum Borough Council, the Homes and Communities Agency (HCA), the West Herts Hospital Trust and possibly a development company to effect a comprehensive development.

The main issues will be:

- Effecting any development/redevelopment of the local general hospital premises and providing quality access to it
- Provision of new residential development
- Delivery of a two-form entry primary school
- Development of mixed uses at Paradise Industrial Estate

This project will be subject to a further Cabinet report following discussions with the HCA and West Herts Hospital Trust.

#### **4.4 Marlowes Shopping Zone**

The Marlowes Shopping Zone is at the heart of the town centre and is the prime retail pitch with the greatest footfall. It is also a central gateway to the Gade Zone, the Hospital Zone and the Plough Zone. Therefore, major improvements to the Marlowes Shopping Zone will work in synergy with future improvements proposed for the wider town centre.

At its meeting on 26 January 2010 Cabinet approved an initial strategy for securing a range of environmental enhancements and changes to the Marlowes Shopping Zone.

From this, an Improvement Strategy has been drafted for the Marlowes Shopping Zone that will significantly enhance the public realm and streetscape, securing greater footfall and expenditure and adding to the diversity of uses within the Town Centre. The strategy will identify public realm improvements that can be delivered in the short term (those that should be completed over the next twelve months), medium term (those which could be completed over the next one to five years) and longer term projects (those which could be completed in five to ten years). A public engagement event will be running in the Marlowes on 25 and 26 March 2011. The outcome of this work is expected in Spring 2011.

In the meantime a series of short term, high impact public realm interventions are being undertaken benefiting existing users of the town centre and new visitors and creating positive benefits that will begin to change the perception of Hemel Hempstead.

#### **4.5 Town Centre Vision Diagram**

Finally, on a point of detail, post-Charette discussions have informed changes to the boundary of the Marlowes Shopping Zone to include the Riverside Shopping Centre (previously in the Plough Zone). Members are asked to agree the revised Town Centre Vision Diagram shown at Appendix E.

### **5. Public Engagement**

The public engagement process began with the Hemel Hempstead Town Centre Masterplan Charette on 25 January 2011. Further public engagement is planned with an exhibition and a series of workshops to capture the thoughts of local residents, landowners, organisations and businesses. The workshops will aim to engage with children and the elderly through the Youth Environmental Forum and the Senior Voice Forum, together with representatives of different community groups.

There may also be an opportunity (budget permitting) to include some form of public engagement within the external work that will be undertaken by consultants, as part of the Major Land Use Study and the Access and Movement Study for the town centre.

### **6. Governance**

On 19 October 2010 Cabinet agreed the revised governance arrangements for the Hemel 2020 Programme together with the deletion of the Waterhouse Square Workstream and its replacement with a new comprehensive Town Centre Workstream.

On this basis, it is now proposed that a new Hemel Hempstead Town Centre Project Board be established, with relevant parties, both internal and external to Dacorum Borough Council, of the former Waterhouse Square Project Board invited to join. A representative of the Town Centre Partnership Board, which was re-launched in September 2010, should also be invited to join. The structure and membership of the Town Centre Partnership Board is shown at Appendix F.

Appendix G shows the wider context of the governance of the Town Centre, including the Town Centre Board and the Town Centre Partnership. The proposed composition of the new Hemel Hempstead Town Centre Board is as follows:



Portfolio Holder for Planning and Regeneration  
Portfolio Holder for Community Services and Public Protection  
Portfolio Holder for Finance and Resources  
Corporate Director, Housing and Regeneration  
Assistant Director, Planning, Development and Regeneration  
Assistant Director, Legal, Democratic and Regulatory  
Group Manager, Strategic Planning and Regeneration  
Group Manager, Development Management and Planning  
Group Manager, Strategic Housing  
Group Manager, Commercial Assets and Property Development  
Insurance and Risk Manager

Key Stakeholders including:

Homes and Communities Agency  
Hertfordshire County Council  
West Herts College  
West Herts Hospital Trust  
Job Centre Plus  
Hertfordshire Constabulary  
Arriva  
Other Landowners  
Town Centre Partnership

Throughout the master planning process, analysis, ideas and proposals will be tested and explored with the Town Centre Board.

Working on behalf of the Partnership Board and ultimately reporting back to it, various topic and site-based working groups will be established. The membership and function of these working groups will be determined by the Town Centre Board as progress is made on the Masterplan. The working groups which support and service the Town Centre Partnership (shown at Appendix F) may also be utilised as deemed appropriate.

The working groups will liaise with each other to ensure synergy, transparency and co-ordination of any activity taking place in the Town Centre.

## **7. Resources**

The provisional estimate for the Masterplan is £100,000, excluding costs associated with the delivery of the Hospital Zone and the Marlowes Shopping Zone. Budget provision, together with a Local Development Framework reserve, is made for 2011/12.

The subsequent delivery of the Masterplan proposals will have financial implications for the Council, potentially in the form of assets, use of Capital receipts, use of external funding or prudential borrowing. These will need to be evaluated and incorporated into the Medium Term Financial Strategy and Capital Programme as appropriate. Such implications will be reported to Cabinet as and when appropriate.

## **8. Next Steps**

A draft project initiation document for Hemel Hempstead Town Centre has been produced to underpin project management and governance. This is attached at Appendix A to this report.

The following sets out a summary of the proposed next steps in the master planning process and in respect of the four priority project.

### **Preparation of Masterplan**

April 2011	Establish Town Centre Board and working groups
April-June 2011	Appoint Consultants to assist with the development of the Masterplan
April-October 2011	Prepare Masterplan
October 2011	Approval of Masterplan by Cabinet for public consultation
November-December 2011	Public Consultation
January-March 2012	Preparation of final Masterplan
March 2012	Approval of final Masterplan by Cabinet

### **Civic Block**

March-May 2011	Resolve development options through feasibility work
March 2011 and Ongoing	Liaise with public sector providers
June 2011 Onwards	Consideration of options and detailed project plan

### **Market Square and Water Gardens**

March-May 2011	Resolve development options through feasibility work
May-June 2011	Develop options
June 2011 Onwards	Consideration of options and detailed project plan

### **Hospital Zone**

March-July 2011	Establish likely development options
March-July 2011	Initiate discussions with HCA and West Herts Hospital Trust
March-July 2011	Take forward feasibility work

### **Marlowes Shopping Zone**

March 2011	Finalise Improvement Strategy for public consultation
March-April 2011	Public Consultation
April-June 2011	Development of preferred options
June-July 2011	Develop implementation plan based on agreed strategy



# Hemel Hempstead Town Centre

## PROJECT INITIATION DOCUMENT

PROJECT DETAILS	
Project Title	Hemel Hempstead Town Centre
Project Portfolio Holder	Councillor Stephen Holmes
Project Sponsor	Mark Gaynor
Project Accountable Officer	James Doe
Project Manager	Chris Taylor
Contribution to Driver	
Contribution to Priorities	Regeneration, Affordable Housing
Contribution to SCS theme	Rejuvenation of Dacorum - Cross Cutting Theme
Approved by	
Date Approved	

VERSION CONTROL			
Version	Date	Editor	Details of Changes
1	14.12.10	James Doe	Develop New PID
2	22.12.10	James Doe	Updating
3	04.03.11	James Doe	Updating

## Structure of Masterplan

	In-house	Charette	Consultants
<b>Introduction</b>			
Background to the Study			
The Study Area			
<b>Analysis of Hemel Hempstead Today</b>			
Town Centre Area			
Existing and Future Uses and Activities			
Health Check: Analysis of Environmental Quality and Access			
Strengths, Weaknesses, Opportunities and Threats			
<b>Town Centre Vision</b>			
<b>Masterplan Aims</b>			
Regeneration Objectives			
Masterplan Principles: <ul style="list-style-type: none"> <li>• New Uses and Activities</li> <li>• A Quality Town Centre</li> <li>• Sustainable Access</li> </ul>			
<b>Strategies</b>			
Major Land Use Strategy			
District Heating Feasibility Study/Strategy			
Urban Design Strategy			
Transport Strategy			
Infrastructure Strategy			
<b>Implementation and Phasing</b>			
Land Ownership			
Viability			
Timescales			

CONTENTS	
1.0 Project Background	3
2.0 Project Objective	3
2.1 Scope & Scope Exclusions	3
2.2 Critical Criteria	3
2.3 Non-Critical Criteria	3
2.4 Success Criteria	3
3.0 Costs and Benefits	4
3.1 Costs	4
3.2 Benefits	4
4.0 Assumptions, Constraints & Dependencies	4
4.1 Assumptions	4
4.2 Constraints	4
4.3 Dependencies	4
5.0 Impact Analysis	5
6.0 Project Plan & Organisation	5
6.1 Project Plan (Timeline)	5
6.2 Project Board Members	5
6.3 Project Working Groups	5
6.4 Project Resources	5
7.0 Communications Summary	5
8.0 Risk Summary	6
9.0 Project Controls & Reporting	7
10.0 Tolerances & Exceptions	7
11.0 Alternatives Considered & Why Rejected	7
12.0 Project Approvals	8
13.0 Appendices	8

1.0	PROJECT BACKGROUND
<p>To set out the Council’s approach towards regeneration and development in Hemel Hempstead Town Centre (HHTC).</p> <p>The new approach follows the failure of the Waterhouse Square regeneration scheme as a result of the collapse of the Council’s development partner. It also ties together other initiatives in HHTC such as the Core Strategy and the Marlowes Shopping Zone Improvement Strategy.</p>	

2.0	PROJECT OBJECTIVE
<ul style="list-style-type: none"> <li>• To set a Masterplan framework for action and project plan</li> <li>• To achieve regeneration on key site to be defined, including the Civic Block, Market Square and Water Gardens</li> <li>• To achieve a comprehensive and consistent plan for regeneration and development in HHTC</li> <li>• To achieve additional housing in HHTC</li> <li>• To rejuvenate and develop the economy of HHTC</li> <li>• To achieve improved public transport, walking and cycling and manage vehicular movements in and around HHTC</li> <li>• To ensure the effective inter-linking of work in HHTC with other key projects in Hemel Hempstead including Maylands regeneration, Two Waters Open Space and Hemel Hempstead Station Gateway</li> </ul> <p>The project will affect:</p> <p>Planning, Development and Regeneration, Commercial Property, Housing, Legal Services, Member Services, Finance and external partner including HCA, HCC and others</p>	

2.1	SCOPE AND SCOPE EXCLUSIONS
<p><b>IN SCOPE</b></p> <ul style="list-style-type: none"> <li>• Agree a project plan based on the Dacorum Core Strategy for HHTC</li> <li>• Agree DBC resources for delivery</li> <li>• Agree Internal and External working arrangements</li> <li>• Agree priorities for delivery and key projects with resourcing</li> <li>• Gain commitment from external stakeholders of resources to deliver the plan</li> </ul> <p><b>SCOPE EXCLUSION</b></p>	

2.2	CRITICAL CRITERIA
-----	-------------------

- All partners agree the plan
- Adequate resources are committed to the delivery of the plan
- The Infrastructure and Hemel 2020 Delivery Board endorse the plan
- The Council endorse the plan

2.3

## NON-CRITICAL CRITERIA

- Advance commitment by partners towards commitment of land

2.4

## SUCCESS CRITERIA

Partners engage in the process

There is a consensus over the priorities

There is agreement to the final plan

Resources are committed to the plan to facilitate delivery

The new Masterplan is developed according to agreed timescales

Key sites are developed according to specific agreed timescales

3.0	COSTS & BENEFITS		
3.1	COSTS		
	Category & Exp code	2010/11	2011/12
	Capital		
	Revenue (one off)		£100,000
	Revenue (recurring)		
3.2	BENEFITS		
	<ul style="list-style-type: none"> <li>• The plan will facilitate future delivery of the regeneration ambitions for HHTC for the Council and its partners.</li> <li>• The project will facilitate working together and pooling resources to achieve common goals.</li> <li>• The plan will ensure that all stakeholders are part of the same vision.</li> </ul>		

4.0	ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES		
4.1	ASSUMPTIONS		
	It is not clear how much commitment of resources from all partners will be put forward		
4.2	CONSTRAINTS		
	The plan must be endorsed by all stakeholders through their individual mechanisms		
4.3	DEPENDENCIES		
	<p><b>Key Strategies</b></p> <ul style="list-style-type: none"> <li>• Local Development Framework</li> <li>• Local Investment Plan</li> <li>• Dacorum Development Programme</li> <li>• Asset Management Plan</li> </ul> <p><b>Specific Projects</b></p> <ul style="list-style-type: none"> <li>• Maylands Masterplan and regeneration</li> <li>• Two Waters Open Space</li> <li>• Hemel Hempstead Station Gateway</li> </ul>		



5.0	IMPACT ANALYSIS (Please remember to consider Work Force Planning impacts)	
Who (or what) is going to be impacted?	How are they (or is it) going to be impacted and for how long?	What is going to be done about it?
Corporate Director, Housing and Regeneration	Sponsorship of project. Work involved in bringing the partners together and developing common goals and gaining commitment of resources.	IHDB, CRG and new HHTC Project Board set up to help facilitate this work
Assistant Director, Planning, Development and Regeneration	Overview of project. Work involved in bringing the partners together and developing common goals and gaining commitment of resources.	IHDB, CRG and new HHTC Project Board set up to help facilitate this work
SPAR Team	Work involved in bringing the partners together and developing common goals and gaining commitment of resources.	IHDB, CRG and new HHTC Project Board set up to help facilitate this work. Use of reorganised SPAR Officers to drive the work forward.
Development Management	Contribution to development of plans through the end to end development process.	Major developments team to become engaged.
Commercial Property	Use of DBC assets and land to make the project work.	Engagement by Project Board.
Legal	Support around procurement, developing partnering, covenant issues, etc.	Engagement by Project Board.
Finance	Financial management and capital accounting. Procurement matters.	Engagement by Project Board.
HCA	Time commitment to the partnership and commitment of resources	HCA to attend IHDB and Project Board meetings.
Other Stakeholders	Dacorum Partnership need to incorporate aspirations of the plan into the SCS.	Regular reporting to the IHDB and full Dacorum Partnership.

6.0	PROJECT PLAN & ORGANISATION			
6.1	PROJECT PLAN (TIMELINE)			
Phase	Task No	Description	Start Date	End Date
1		<b>Create Masterplan</b>		
1	1	Hold stakeholder Charette	January 2011	January 2011
1	2	Present scope of Masterplan to Cabinet for approval	March 2011	March 2011
1	3	Establish Town Centre Board and	April 2011	April 2011

		working groups		
1	4	Appoint consultants to assist with the development of the Masterplan	April 2011	June 2011
1	5	Prepare Masterplan for public consultation	April 2011	October 2011
1	6	Approval of Masterplan by Cabinet for public consultation	October 2011	October 2011
1	7	Public Consultation	November 2011	December 2011
1	8	Preparation of final Masterplan	January 2012	March 2012
1	9	Approval of final Masterplan by Cabinet	March 2012	March 2012
2		<b>Civic Block</b>		
2	1	Resolve development options through feasibility work	March 2011	May 2011
2	2	Liaise with public sector providers	March 2011	
2	3	Approval of selected option by Cabinet	June 2011	June 2011
2	4	Developed detailed project plan for development of site	July 2011	July 2011
3		<b>Market Square and Water Gardens</b>		
3	1	Resolve development options through feasibility work	March 2011	May 2011
3	2	Develop options	May 2011	June 2011
3	3	Approval of selected option by Cabinet	June 2011	June 2011
3	4	Develop detailed project plan	July 2011	July 2011
4		<b>Hospital Zone</b>		
4	1	Establish likely development options	March 2011	July 2011
4	2	Initiate discussions with HCA and West Herts Hospital Trust	March 2011	July 2011
4	3	Take forward feasibility work	March 2011	July 2011
5		<b>Marlowes Shopping Zone</b>		
		Finalise Improvement Strategy for Public Consultation	September 2010	March 2011
		Public Consultation	March 2011	March 2011
		Development of preferred options	April 2011	June 2011
		Develop implementation plan based on agreed strategy	June 2011	July 2011

6.2	PROJECT BOARD MEMBERS		
<p>Portfolio Holder for Planning and Regeneration                  Portfolio Holder for Community Services and Public Protection                  Portfolio Holder for Finance and Resources                  Corporate Director, Housing and Regeneration                  Assistant Director, Planning, Development and Regeneration                  Assistant Director, Legal, Democratic and Regulatory                  Group Manager, Strategic Planning and Regeneration                  Group Manager, Development Management and Planning                  Group Manager, Strategic Housing                  Group Manager, Commercial Assets and Property Development                  Insurance and Risk Manager</p> <p>Key Stakeholders including:</p> <p>Homes and Communities Agency                  Hertfordshire County Council                  West Herts College                  West Herts Hospital Trust                  Job Centre Plus                  Hertfordshire Constabulary                  Arriva                  Other Landowners                  Town Centre Partnership</p>			
6.3	PROJECT WORKING GROUPS		
<p>Working on behalf of the Partnership Board and ultimately reporting back to it, various topic and site-based working groups will be established. The membership and function of these working groups will be determined by the Town Centre Board as progress is made on the Masterplan.</p>			
6.4	PROJECT RESOURCES		

7.0 COMMUNICATIONS SUMMARY			
What are we communicating?	With Whom?	Who is responsible?	How will we be communicating this?
The new approach to town centre regeneration	Public and stakeholders		
Plans and vision for town centre	Businesses, landowners, TC residents		

Opportunities for joined up public services	Public service providers		
Development opportunities	Investors		

8.0	RISK SUMMARY (Taken from the Project Risk Log which is an appendence to the PID for further information)					
RISK NO	CATEGORY & REFERENCE	RISK DESCRIPTION	RISK LINKAGE	INHERENT RISK RATING	RESIDUAL RISK RATING	RESPONSIBLE OFFICER
1		Risk of not gaining partners and stakeholders commitment to the plan		12	8	
2		Reduced capital and revenue available to maintain internal capacity		16	12	
3		Lack of partners commitment of resources to deliver common goals		12	8	
4		Market Failure through economic situation does not deliver regeneration		12	8	
5		Land assembly fails to happen within reasonable timescale and cost causing key sites not to come forward		16	8	

9.0	PROJECT CONTROLS & REPORTING
<p>The Accountable Officer will establish adequate controls to ensure that the proposed benefits are realised within the agreed timescales.</p> <p>The Accountable Officer and project manager will ensure that this project complies with the IDP governance arrangements.</p> <p>Project Manager will meet at regular intervals with the Project Team members who will produce weekly Status reports.</p> <p>Project Manager will provide Accountable Officer with regular Status Report and a monthly Highlight Report showing current status of project. The Accountable Officer will submit approved report to Service Head / Manager for review and to the Improving Dacorum Programme Management Office for further distribution to the IDP COG and IDP BOARD.</p> <p>Change Control – If the requirements, objective, scope or budget for the project change, an IDP Change Control form should be drafted by the Project Manager, reviewed and submitted by the Accountable Officer for approval and sign off by the Project Sponsor and COG.</p>	

10.0	TOLERANCES & EXCEPTIONS
<p>Each Workstream Manager will be responsible for the development of a work plan (to be agreed with the Project Manager) and implementation of that plan for the particular strand of the project they are responsible for. In addition each Workstream Manager will be responsible for maintenance of an Issue Log and any exceptions or issues that have a detrimental impact on the project should be reported to the Project Manager as soon as possible via the appropriate method on email.</p> <p>Exception issues outside the Project Managers authority will be referred to the Accountable Officer by the Project Manager. These will then be taken up with Project Sponsor by the Accountable Officer.</p>	

11.0	ALTERNATIVES CONSIDERED & WHY REJECTED
<ul style="list-style-type: none"> <li>• Procurement of a new development partner - rejected by Cabinet as not realistic in new economic requirement and risk of total failure</li> <li>• Do nothing - rejected by Cabinet as HHTC requires careful management to ensure redevelopment and regeneration occurs in a way acceptable to the Council and public interest</li> </ul>	

12.0	PROJECT APPROVALS	
PROJECT SPONSOR	DATE	
ACCOUNTABLE OFFICER	DATE	
IDP FINANCE OFFICER	DATE	
IDP COG	DATE	

13.0	APPENDICES	
Full Risk Register (COMPULSORY)		
CSSG Forms (Compulsory for Capital spend)		
Gantt Chart		
Full Communications Plan		
Other		

## Structure of Masterplan

	In-house	Charette	Consultants
<b>Introduction</b>			
Background to the Study			
The Study Area			
<b>Analysis of Hemel Hempstead Today</b>			
Town Centre Area			
Existing and Future Uses and Activities			
Health Check: Analysis of Environmental Quality and Access			
Strengths, Weaknesses, Opportunities and Threats			
<b>Town Centre Vision</b>			
<b>Masterplan Aims</b>			
Regeneration Objectives			
Masterplan Principles: <ul style="list-style-type: none"> <li>• New Uses and Activities</li> <li>• A Quality Town Centre</li> <li>• Sustainable Access</li> </ul>			
<b>Strategies</b>			
Major Land Use Strategy			
District Heating Feasibility Study/Strategy			
Urban Design Strategy			
Transport Strategy			
Infrastructure Strategy			
<b>Implementation and Phasing</b>			
Land Ownership			
Viability			
Timescales			



## Opportunities

<i>Zone</i>	<i>Draft Core Strategy Opportunities</i>	<i>Charette Opportunities</i>	<i>Consistent with Development Design Principles</i>	<i>Opportunities to take forward</i>
<b>Old Town</b>	Improve north/south pedestrian links refurbishment of the building fascias	Not discussed in detail		
<b>Gade</b>	educational, civic, residential and multi-cultural uses decentralised heating systems/CHP	New College  Residential  Civic Hub <sup>1</sup> to the south (the existing Police, Library and old Pavillion Site  Small-scale business uses to make the most of the frontage along the Marlowes  Riverside pedestrian and cycle way  Supermarket on the Civic site with housing	Yes  Yes  Yes  Yes  No, but if it could facilitate the redevelopment of the Civic Hub and other Access and Movement Issues then it should be considered	
<b>Original Marlowes</b>	refurbishment of the building fascias residential use an office hub around the NCP car park	Small supermarket/leisure/cultural use on the NCP car park	As long as supporting rather than competing with the Marlowes Shopping Zone	<b>non-retail ideal</b>
<b>Marlowes Shopping</b>	residential, education and health uses an office hub around the market area	Supermarket on the market site or north of the zone (Full House, back of market and Jobcentre)	Yes	

<sup>1</sup> Civic Hub = Civic Centre, Police, Jobcentre and possibly the library

<p>and the ramped area improved pedestrian/ cycle links decentralised heating systems/CHP</p>	<p>Anchor store to the north of the zone</p>	<p>Yes but consider implications of supermarket next to Coombe Street v. Market Square</p>	<p>x</p>
	<p>Leisure uses like a cinema – could be on Market Square</p>	<p>Leisure uses support retail and evening economy. This location is best suited for prime retail to support principles. Therefore position for large leisure uses should be close by i.e. NCP car park or Water Gardens</p>	
	<p>Retail incubation facility in half of the bungalows</p>	<p>Yes</p>	
	<p>Anchor store at Bridge Street Junction/Old Sainsburys</p>	<p>Yes – possibly Primark if there is a need to relocate to support access and movement strategy</p>	
	<p>More family uses in bank court</p>	<p>No</p>	<p><b>x Bank Court car park is not a safe place for a play area even if was a shared surface. Play area more suitable in the Pedestrianised area or Market Square if it were reused as a Piazza</b></p>
	<p>Open up/improve access links from Jellicoe Water Gardens Zone</p>	<p>Yes, to improve east west links</p>	

**A&M Strategy**

	Remove Primark building to improve circulation and open up views of the Water Gardens	Yes	<b>and MSZ Improvement Strategy</b>
	Make use of the space along the ramp – could encourage cafe culture or offices	Possibility for office hub cafe culture best suited to Water house Street to knit activity between northern and southern end of MSZ	<b>x for cafes – these should be directed to Waterhouse Street</b> <b>commercial or residential best suited</b>
	Library	Following the Maltings example it could be situated on the upper floors of a building in the MSZ or NCP Car Park/ under Multi-storey car park in the Jellicoe Water Gardens	<b>Follow up meeting with the library to determine position of new building</b>
	Shared surfaces along the Marlowes (including pedestrianised section) with timings for pedestrian only activities	Yes, if it aids circulation of public transport	<b>x timed servicing for public transport purposes is not best solution</b> <b>circulation route around Water house Street/Leighton Buzzard Road/Coombe Street preferred</b>
	Improve east - west links between: Cotterells Hill to Hillfield Road; Cemetary Hill to Bridge Street with pedestrian access to King Harry Street; Cotterells, Leighton Buzzard Road,	Yes – the basis of any design taken forward	<b>A&amp;M Strategy</b>


















		Memorial Gardens , Bank Court Marlowes; and Charles Street, Moor End Road to Selden Hill		
<b>Jellicoe Water Gardens</b>	to restore the Water Gardens	Rationalise the car parking	Yes	<b>A&amp;M Strategy</b>
	bus station improvements to the pedestrian environment to restore the Water Gardens	Multi-storey car park under utilisation - redevelopment to support the parking for the supermarket/library/civic hub and town centre i.e. taller but smaller multi- storey car park	Yes, but non- retail use which creates high footfall is preferable	<b>Non-retail</b>
		Rationalise the bus stops and bus station	Yes, this should be picked up as a primary objective of the Access and Movement Strategy for the town centre	<b>A&amp;M Strategy. Bus route to follow circulation route - around Water house Street/Leighton Buzzard Road/Coombe Street with bus stops/stop over/bus lane along Leighton Buzzard Road (which leads to Super Stop by Debenhams</b>
		Shared surfaces	Yes	<b>A&amp;M Strategy</b>
		Active uses along the building frontage of Waterhouse Street	Yes	<b>MSZ Improvement Strategy</b>
	Recreating a wetland or natural feel to the landscaping around the water, like Riverside improvements	Yes	<b>Town Centre Masterplan</b>	
	Improve east - west links between: Cotterells Hill to Hillfield Road;	Yes, the basis of any design taken forward	<b>A&amp;M Strategy</b>	

		Cemetary Hill to Bridge Street with pedestrian access to King Harry Street; Cotterells, Leighton Buzzard Road, Memorial Gardens , Bank Court, Marlowes; and Charles Street, Moor End Road to Selden Hill		
<b>Hospital</b>	residential, education and health uses an office hub location to the west or east (Paradise) of Park Lane new open space improved pedestrian/ cycle links decentralised heating systems/CHP	Civic Hub	No - this location would discourage footfall to the northern end of the MSZ and the topography is steep, unlike the Gade and Marlowes Shopping Zones	×
		Leisure uses	No – too close to existing Retail and Leisure Park and would not support footfall in the MSZ	×
		Bus station	No – if a bus station is still required this should encourage north to south footfall of the MSZ	×
		Improve east-west links	Yes to encourage sustainable modes of access and movement around the town centre	<b>A&amp;M Strategy</b>
		Residential	Yes	<b>Site Allocations DPD</b>
		Office hub	Yes but should be on the western side of the zone to encourage footfall in the	

	School	MSZ and expand on existing office use  Yes to support the residential uses	
	Improve east - west links between: Cotterells Hill to Hillfield Road; Cemetary Hill to Bridge Street with pedestrian access to King Harry Street; and Charles Street, Moor End Road to Selden Hill	Yes, the basis of any design taken forward	<b>A&amp;M Strategy</b>
<b>Plough</b>	Remodel the roundabout to reduce space wastage	Consider through Access and Movement Strategy	<b>A&amp;M Strategy</b>
	New landmark buildings to replace the BT exchange and the old Texaco Station	Yes, although the building to replace the Petrol Station should be of a smaller-scale to other development to stop enclosure of the Plough roundabout	<b>A&amp;M Strategy</b>

# Hemel Hempstead Town Centre Vision Diagram -Jan 2011

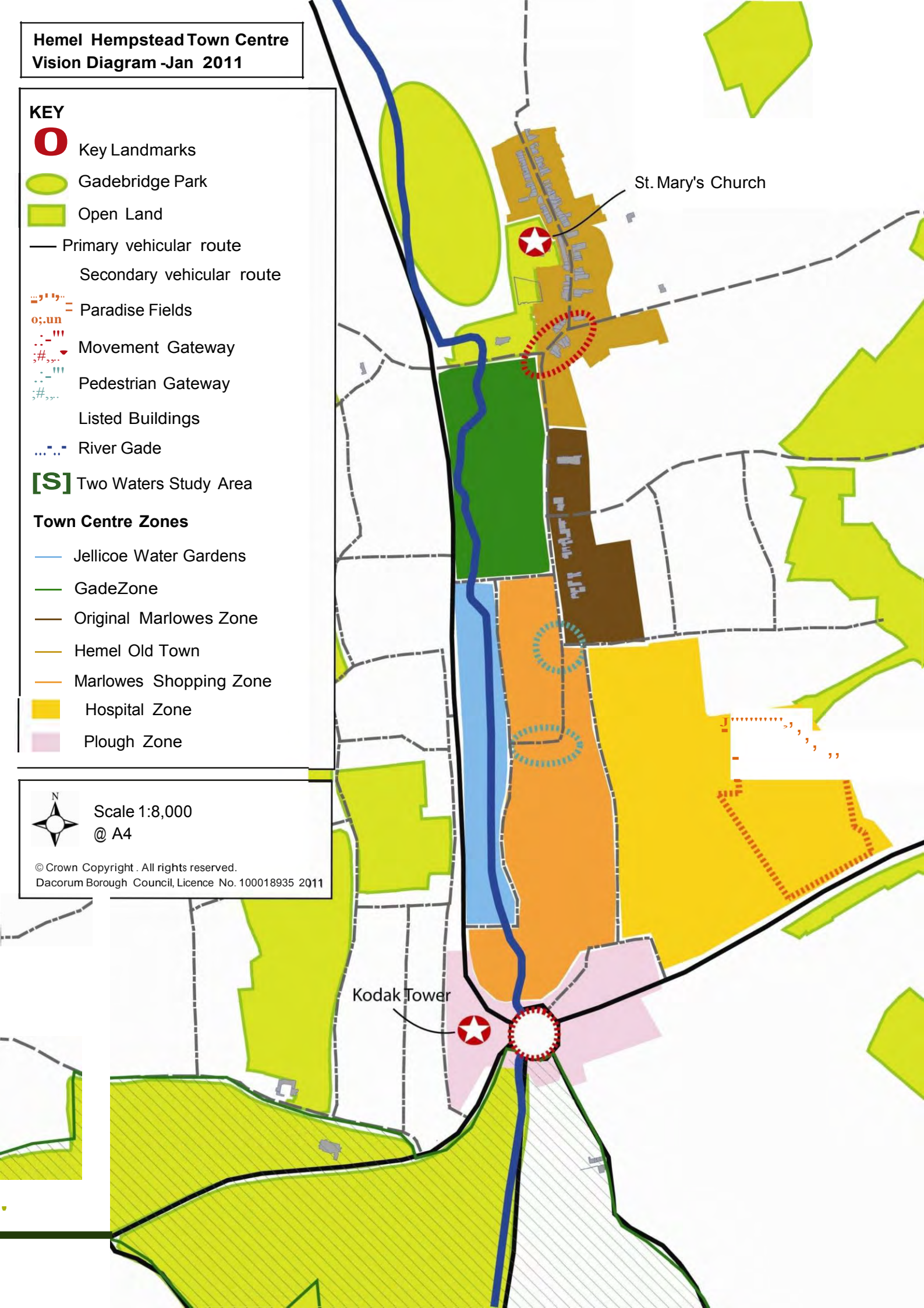
## KEY

-  Key Landmarks
-  Gadebridge Park
-  Open Land
-  Primary vehicular route
-  Secondary vehicular route
-  Paradise Fields
-  Movement Gateway
-  Pedestrian Gateway
-  Listed Buildings
-  River Gade
- [S]** Two Waters Study Area
- Town Centre Zones**
-  Jellicoe Water Gardens
-  GadeZone
-  Original Marlowes Zone
-  Hemel Old Town
-  Marlowes Shopping Zone
-  Hospital Zone
-  Plough Zone



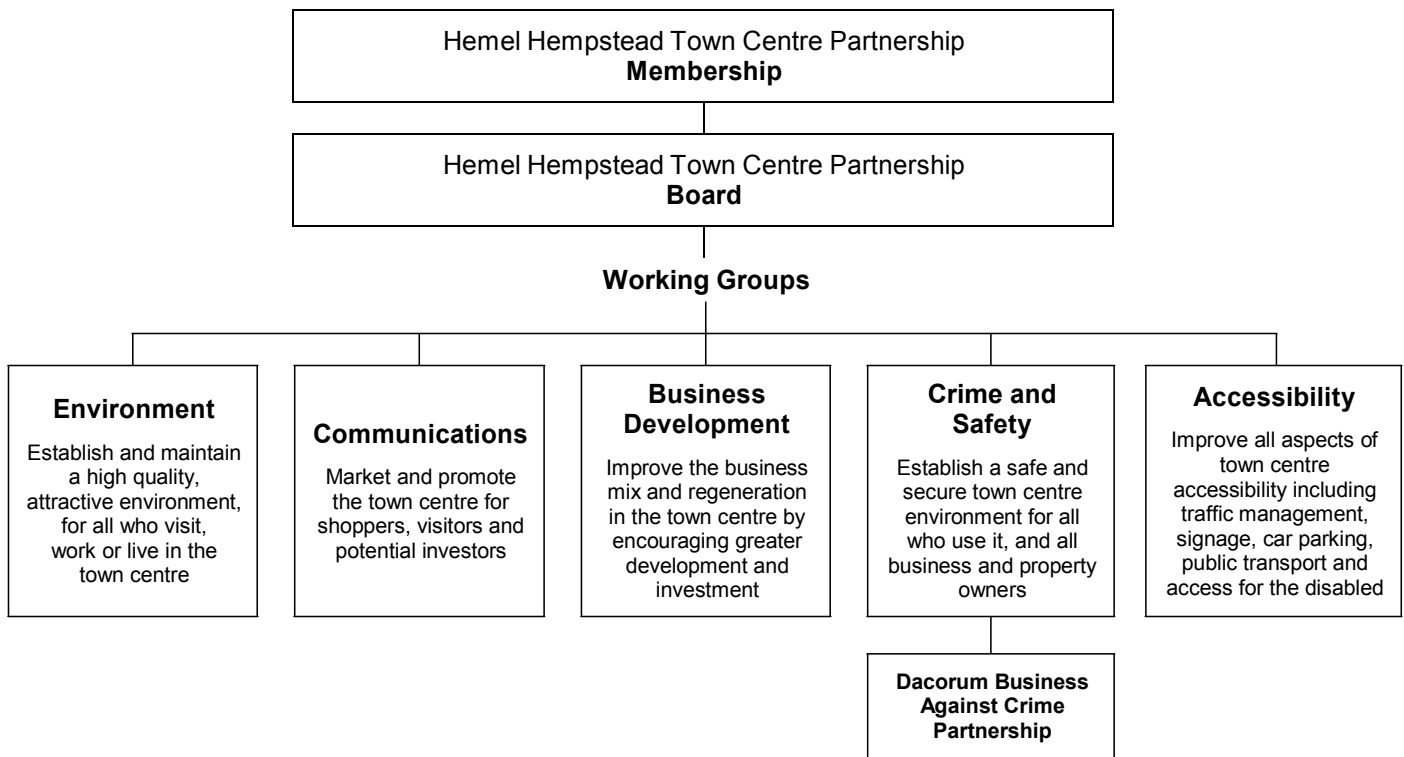
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## Governance Arrangements for the Hemel Hempstead Town Centre Partnership

### Partnership Structure



The full membership of the Town Centre Partnership will meet on a quarterly basis. The Board will meet on a monthly basis and the working groups shown will meet at varying intervals under the direction of the Board.

### Composition of the Board

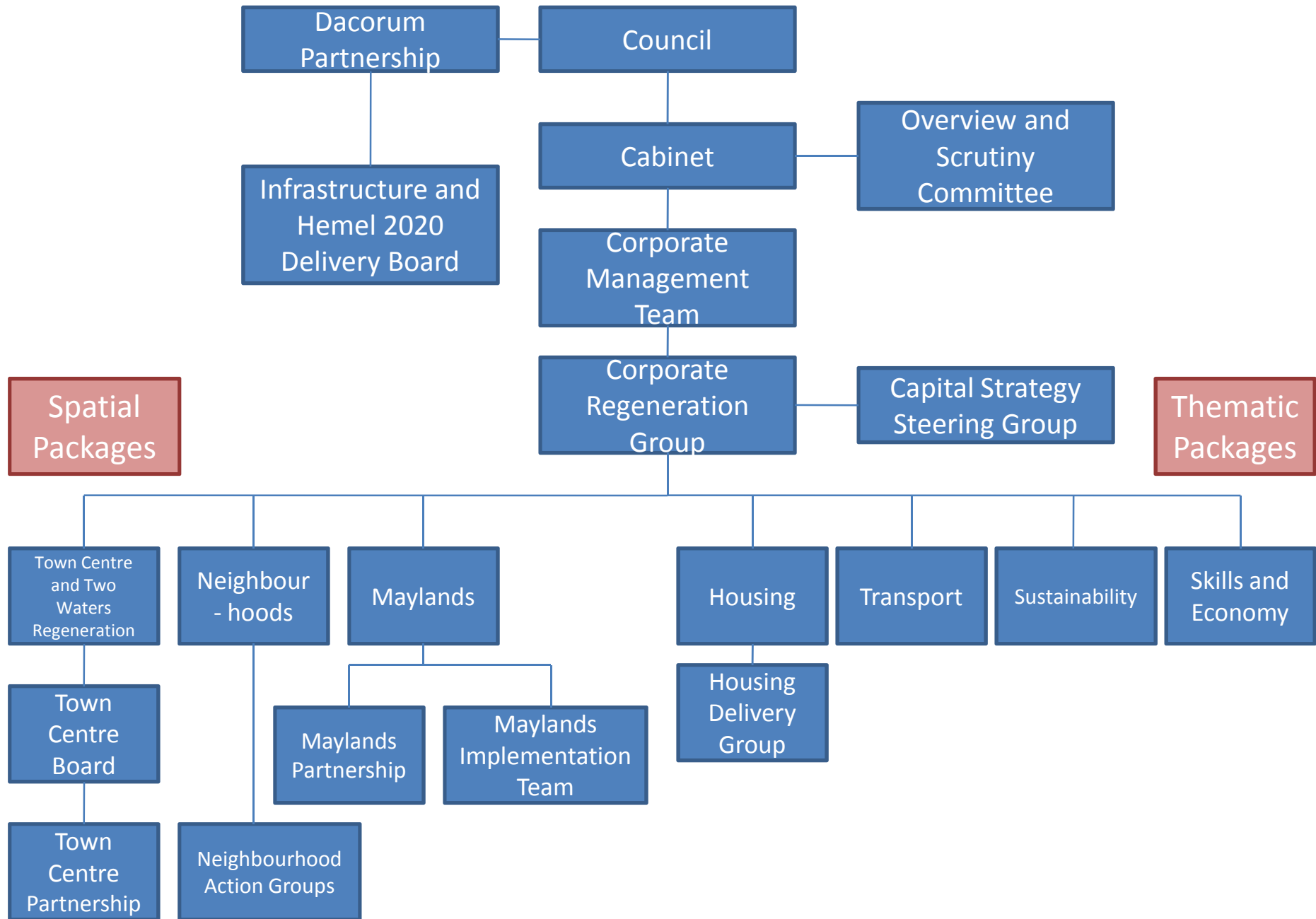
The Board will aim to represent the variety of interests in the town centre and will be comprised of members from a board cross section of the public and private sectors as follows:

- 1 Independent Retailer Representative
- 1 Multiple Retailer Representative
- Marlowes Shopping Centre Manager
- Riverside Shopping Centre Manager
- 1 Business Representative
- 1 Property Agent
- 1 Voluntary/Community Sector Representative
- 1 Local Resident/Resident Representative
- 1 Nominated Councillor
- 2 Dacorum Borough Council Representatives
- 1 Hertfordshire Highways Representative
- 1 Local Media/Press Representative

The Board will be led by a Chairperson who will be supported by a Vice Chair. These positions will be elected on an annual basis, and must be approved by the Membership through its decision making process.



# DACORUM: REGENERATION DELIVERY GOVERNANCE STRUCTURE





**AGENDA ITEM: 14**  
**SUMMARY**

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>29 November 2011</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>HEMEL HEMPSTEAD TOWN CENTRE REGENERATION – PHASE 1 PROPOSALS AND NEW PUBLIC SERVICE QUARTER</b>
Contact:	Cllr Stephen Holmes, Portfolio Holder for Planning and Regeneration  Authors/Responsible Officers:  Mark Gaynor, Corporate Director, Housing and Regeneration James Doe, Assistant Director, Planning, Development and Regeneration
Purpose of report:	To set out proposals for the first major phase of regeneration proposals for Hemel Hempstead Town Centre and decide on options for the Civic Block, Water Gardens and Market Square sites.
Recommendations	<ol style="list-style-type: none"> <li>1. That the phase one programme for Town Centre regeneration as set out in the report is endorsed.</li> <li>2. That approval is given to proceed with the regeneration of the Civic Centre site, in conjunction with those other parts of the Civic Block that partner organisations are prepared to include.</li> <li>3. That approval be given to develop a new Public Service Quarter, including space for public and voluntary sector partners where agreement can be reached and that the preferred locations to be further considered are the Water Gardens and Marlowes/Library sites.</li> <li>4. That approval be given to commence the procurement process for both the disposal/development of the Civic Centre site (in conjunction with those other parts of the Civic Block that partner organisations are prepared to include) and the delivery of a new Public Service Quarter as set out in the report</li> <li>5. That preparatory work commence on confirming the requirements of the disposal/development and that a further report be brought to Cabinet early in the new year identifying the preferred location between the Water Gardens and the Marlowes/Library sites</li> <li>6. That a development and design assessment of the current Civic Block area and Water Gardens as referred to in the report be carried out to guide the form of new development.</li> </ol>

	<p>7. That approval be given to the establishment of a Town Centre Regeneration Board, a sub-committee of Cabinet comprising the Leader, the Portfolio Holder for Finance and Resources and the Portfolio Holder for Regeneration and Planning, with responsibility for the oversight of the delivery of the project including full delegated powers to make decisions on all procurement matters except for decisions which require the approval of the Cabinet and/or Council.</p> <p>8. That a budget provision of £375,000 be included in 2012/13 Budget Proposal, for consideration by Council in February, for costs related to the specialist support from consultants and the likely legal, financial and procurement costs that will arise, project management costs and the development and design assessment.</p> <p>9. That development feasibility study work is carried out to consider regeneration options in the Market Square area and that any budget provision for work that cannot be carried out in house be considered at a future date.</p> <p>10. That a submission to the Heritage Lottery Fund Parks for People programme to secure funding for a programme of restoration works to the registered Jellicoe Water Gardens in August 2012 is supported in principle, including the dedication of match funding, and that Officers work up proposals for consideration and approval by Cabinet, and that budget provision of £20,000 be included in the Budget proposals for 2012/13 to progress to a stage one bid.</p> <p>11. That a heritage and economy strategy be prepared for the Old Town with a budget provision of £50,000 be included in the Budget proposals for 2012/13; and that as part of this a submission to the Heritage Lottery Fund Townscape Heritage Initiative for improvements to the Old Town be supported in principle for submission in November 2012 and that Officers work up proposals for consideration and approval by Cabinet.</p> <p>12. That the Borough Council's participation in the physical improvement works and proposed one-way system, in partnership with Hertfordshire County Council, including funding of £1,000,000 from the Capital Programme for the works, is approved subject to Council approval to amend the Capital Programme to include an additional £500,000; and that authority to progress the scheme with Hertfordshire County Council is delegated to the Assistant Director – Planning, Development and Regeneration.</p>
Corporate objectives:	The project to regenerate Hemel Hempstead Town Centre has been identified as a top priority for the Council. Because of its multi-faceted nature, and proposals to deliver a new public service quarter, it contributes to all five of the Council's corporate objectives.
Implications:  'Value For Money Implications'	<p><u>Financial</u></p> <p>In addition to the deployment of officer time from the establishment budget, provision will need to be made to support the following:</p> <p>1. <u>Revenue costs - project and feasibility work</u></p>

<b>Project</b>	<b>Budget</b>
Public Service Quarter Phase 2	£375,000
Water Gardens HLF Parks for People stage one bid	£20,000
Old Town Heritage and Economy Strategy	£50,000
<b>Total</b>	<b>£445,000</b>

2. Capital works

<b>Project</b>	<b>Budget</b>
Old Town highway and improvement works (note £500,000 of this total is already in the capital programme)	£1,000,000
<b>Total</b>	

The resource required to deliver the new public service quarter will depend on the capital sum realised for development on the civic block and detailed costs of the new building. This is subject to the PSQ phase 2 works noted above.

Value for Money

The efficient use of public resources is being managed in the following ways:

Town Centre Masterplan – production in house using establishment officer resource and selective use of expert consultancy input only where necessary.

Public Service Quarter – the future of the Civic Centre has been thoroughly assessed and there is a business case to support its physical replacement with a new Public Service Quarter (PSQ) as more cost-effective than the business as usual/status quo option. New construction will be largely funded through sale of DBC assets to a developer thereby minimising the take from capital reserves. Operation of a new fit for purpose PSQ based on latest energy efficiency construction and new ways of working is estimated to deliver a considerable saving on running costs.

Market Square – to maximise the physical, social and economic value of this major area of land to the town centre, a full viability appraisal of development options will be needed. This will help enable the Borough Council as landowner to maximise its financial return from redevelopment whilst balanced against these community interests.

Water Gardens – Through Heritage Lottery Funding, there is a major opportunity to secure capital funding for major restorative works set within a community development project. Some up-front investment is necessary to support a stage one bid to the HLF, in what is a very competitive bidding process.

	<p><u>Old Town</u> – Identified as a top priority by the Council, physical improvements to the Old Town will be critical to its future success as a local business centre and focus for community activity. There is the opportunity to complement the work the highway authority is currently doing through a capital contribution to improvements to the public realm using a palette of quality materials sympathetic to the Old Town’s historic qualities. There is the possibility of future HLF funding and the working up of a stage one bid has the potential to unlock further funds if the process is successful.</p>
<p>Risk Implications</p>	<p>A risk assessment has been carried out for the Dacorum Local Planning Framework Core Strategy and the initial Hemel Hempstead Town Centre Masterplan project initiation document.</p> <p>A separate Risk Assessment relating to the delivery of new development of a public service quarter was completed on 5 November 2011 – both are attached at Appendix 3.</p> <p>If the project is approved as recommended, the risk assessment for the public service quarter and civic block redevelopment will be expanded and developed as an ongoing and inherent part of the project.</p>
<p>Equalities Implications</p>	<p>An equality impact assessment has been prepared for the Dacorum Local Planning Framework Core Strategy, which the town centre regeneration plans are based on. As the plans move forward, further assessments will be carried out as necessary.</p>
<p>Health And Safety Implications</p>	<p>None</p>
<p>Monitoring Officer/S.151 Officer Comments</p>	<p><b>Monitoring Officer:</b></p> <p>These have been incorporated into the report.</p> <p><b>S.151 Officer</b></p> <p>This report recommends the inclusion of £445,000 budget provision for initial work on the Regeneration proposals and associated procurement processes to be included in the Budget proposals for 2012/13. There has been no request to make a budget provision for any work on new ways of working and associated Information Technology review; or project management costs estimated at £50,000 per annum for 2013/14 and 2014/15. It is anticipated the project management costs could be capitalised as part of the Public Service Quarter development scheme.</p> <p>In addition, the report requests that the Capital Programme be amended to include an additional £500,000 for 2012/13 for the Old Town improvement scheme,</p> <p>At this stage there is no request for an amendment to the Capital Programme in relation to other regeneration works including the Public Service Quarter proposals. The report identifies that resources for the construction of the Public Service Quarter be derived from the disposals of the Civic Block. The DTZ option appraisal has identified that this scheme would be viable. The viability of actual proposals will need to be tested as part of the</p>

	<p>evaluation of bids received from prospective bidders to identify the Preferred Partner.</p> <p>At that time the Capital Programme will also require amendment to incorporate anticipated proceeds from the disposal of the Civic Block and the required capital investment for the Public Service Quarter. It is anticipated that the proceeds from the disposal of the Civic Block would be utilised to finance or part-finance the capital investment required, although a full evaluation of the financing options will need to be undertaken prior to acceptance of the bids. This will include the calculation of the prudential indicators for the capital investment.</p> <p>In addition, any revenue impact of the regeneration proposals will need to be kept under review.</p> <p>In paragraph 3.11 a reference is made to the need to have a signed legally enforceable agreement which contains adequate protection for the Council in the form of indemnities in the event that one or more partners subsequently withdraws from the process. This will be essential to mitigate the risk of abortive costs or ongoing liabilities.</p> <p>A risk assessment has been undertaken, including a comparison of the development options. This will need to be kept under review and updated at the time of the evaluation of bids.</p> <p>The funding implications of bids for Heritage Lottery Funding for the Water Gardens and the Old Town will need to be fully evaluated to assess any financial implications for the Council at the time of bid submission. Also, if the bids are successful the terms of the offer and any future financial obligations placed upon the Council will need to be evaluated at that stage.</p>
<p>Consultees:</p>	<p>David Austin, Assistant Director, Neighbourhood Delivery  Alex Chrusciak, Group Manager Development Management and Planning  Chris Taylor, Group Manager Strategic Planning and Regeneration  Mike Evans, Group Manager, Commercial Property and Assets  Fiona Webb, Assistant Team Leader, Development Management (Conservation and Design)  Hemel Hempstead Town Centre Partnership  Corporate Management Team  Corporate Regeneration Group</p>
<p>Background papers:</p>	<p>Hemel Hempstead Town Centre Regeneration Phase 1 Proposals and New Public Service Quarter – Report by DTZ, November 2011  Water Gardens Study, Hemel Hempstead – Report by Allies and Morrison Urban Practitioners and The Landscape Partnership, October 2011  Hemel Hempstead Feasibility Study – Report by GL Hearn Property Consultants, October 2011  Marlowes Shopping Zone Improvement Strategy – JMP Consultants Report to Cabinet 19 October 2010  Report to Cabinet 29 March 2011</p>

## Executive Summary

- 1 The Council recognises as a priority that the regeneration and prosperity of Hemel Hempstead Town Centre is critical to the prosperity of the Borough as whole and, following the demise of the Waterhouse Square plans in 2010 due to adverse market conditions, work has continued to plan for the future.
- 2 This work is encompassed within a Town Centre Masterplan, currently underway (due to complete in November 2012 following final public consultation planned for the summer of the same year), which has identified distinct, but interlinked, character areas to focus regeneration around. Work is already underway in the Old Town and the Marlowes Shopping Zone, and the most immediate priorities arise from the opportunities in the Civic Block (Civic Centre and other Council owned land/Library/Herts Pathfinder Health Trust/Police Station/Magistrates' Court) and Market Square/Water Gardens.
- 3 There is consensus that regeneration needs stimulation: market conditions currently require a greater degree of certainty than prevails. There are potential opportunities to 'kick-start' regeneration by making more effective use of the Civic Block, which is owned by the Council and other public sector organisations. To this end the Council have commissioned a series of studies that look at the potential market interest in the Civic Zone and how this can best be channelled into making a real and, relatively, quick impact.
- 4 These studies have confirmed a significant market interest in the Civic Block (in whole or in part) with a clear preference for retail – probably a large or medium sized supermarket. There is also a market for residential though this generates less value than retail. The Civic Block is large enough to accommodate such use. The development could see around £50M of private sector investment being attracted.
- 5 For this to work most effectively the majority, preferably all, of the landowners would need to participate. Work to date indicates an interest from all.
- 6 If the Civic Block is to be used to stimulate town centre regeneration the re-provision and/or relocation of existing bodies would need to happen beforehand. As the biggest landholder, the Council has taken the initiative to see how this could be achieved.
- 7 The Council is clear that the primary motivation for a new 'public service quarter' is on its regeneration potential and that it must not simply be a 'new' Civic Centre. The emphasis, therefore, is to deliver a community focused building with as wide a range of public and voluntary sector presence as possible with a particular focus on a new library at its heart. The resources for its construction must come from the value derived from the disposal of the Civic Block and its location must maximise the improvement it can make to the town centre as a whole.

- 8 An independent options appraisal has been carried out to provide a clear evidenced case regarding the provision of a public service quarter. The first conclusion is that the most expensive and least effective option is to leave things as they are now: the age of the current buildings means that it will cost more to achieve less due to their age and inefficiency. When measured in both financial and regeneration terms the two most effective options are to site the new public service quarter either on the Marlowes/Library site or to part of the current decked car park on the Water Gardens.
- 9 The conclusions are that the overall project is viable and, pending a decision on which location, recommendations are made to move forward the disposal of the Civic Block (for supermarket and residential) and the provision of a new public service quarter. A range of preliminary work is proposed and the resources identified to take the project forward.
- 10 As part of related regeneration work two bids for Heritage Lottery Fund are proposed: firstly for restoration to the Jellicoe designed Water Gardens; and secondly for improvements to the Old Town. Finally it is proposed that the current works on the Old Town be expanded to ensure that the work is of the highest quality and design. This will be augmented by proposals for improvements to the Old Town Hall to be brought forward to Cabinet in February 2012.



## **BACKGROUND**

### **Introduction**

This is a wide-ranging report on the crucial next steps involved in the regeneration of Hemel Town Centre. It deals with the following issues and is structured as such:

1. Background to Hemel Hempstead Town Centre Regeneration
2. Town Centre Masterplan Progress
3. Regeneration Options for the Civic Block
4. Market Square and Water Gardens Options
5. Hemel Old Town Renaissance
6. Marlowes Shopping Zone Improvement Strategy
7. Review of Street Market Options
8. Communications and Marketing

### **1. Background to Hemel Hempstead Town Centre Regeneration**

- 1.1 This report, whilst focussing mainly on regeneration plans for the land around the Civic Centre and considering options for the provision of a new Public Service Quarter (PSQ) sets out the background to, and progress on plans for, the ongoing regeneration of Hemel Hempstead Town Centre as previously agreed by Cabinet.
- 1.2 Following the demise of the former 'Waterhouse Square' regeneration scheme involving Thornfield Properties in early 2010, the Council considered alternative approaches to delivering regeneration in Hemel Hempstead Town Centre. At its meeting on 19 October 2010, Cabinet agreed a strategy of incremental regeneration based on a comprehensive masterplan for the town centre. This would build on the framework of the seven character areas that make up the town centre as set out in the emerging Dacorum Core Strategy. Cabinet also agreed a project plan for taking work forward.
- 1.3 Just over a year on from the October 2010 report, progress on the project plan is mainly on track. Key to this is work on the regeneration of the Gade Zone of the town centre, centring on the 'Civic Block' of land between Combe Street and Dacorum Way. This has included assessing the viability of regeneration proposals, land assembly issues, and a review of Council accommodation. This report will focus heavily on these aspects, for which considerable research and analysis has been undertaken.
- 1.4 Other parts of the project plan from October 2010 include continuing the programme of improvements within the Marlowes Shopping Zone and a review of the street market.
- 1.5 In addition to progressing the masterplan and the Core Strategy, further investigations have been made over improving bus services between the Town Centre, Hemel Hempstead Station and Maylands Business Park.
- 1.6 By way of further background, Cabinet received a further report at its meeting on 29 March 2011. The scope of the Masterplan was agreed through a project initiation document and governance arrangements put in place, in particular through the Hemel Hempstead Town Centre Partnership and a new

operational Town Centre Board. Following the stakeholder workshop session held at Felden Lodge on 25 January 2011, options for development on key sites were considered.

- 1.7 A focus on three sites in the following priority order was agreed:
  - (a) Civic Block – with an investigation of viability for new civic hub uses, foodstore and residential development;
  - (b) Market Square/Water Gardens – to examine development opportunities for civic hub, foodstore and leisure uses;
  - (c) Paradise/Hospital Zone – highlighting future opportunities for a partnership approach to this part of the town centre between the Council and the West Herts Hospital Trust and Homes and Communities Agency as the major landowners for new local general hospital facilities, housing, primary school and other mixed uses.
- 1.8 In accordance with this priority order, work on the first two areas has proceeded and form the majority of this report, with Paradise/Hospital Zone to be considered as a later phase to the development of the Town Centre Masterplan.
- 1.9 The majority of the rest of this report focuses on key projects and in particular the redevelopment of the Civic Block. The next section addresses progress on the Hemel Hempstead Town Centre Masterplan, which sets the strategic context for decision making and action.

## **2. Town Centre Masterplan Progress**

- 2.1 The purpose of the Hemel Hempstead Town Centre Masterplan is to provide a long-term vision for the future of the town centre, building upon policies in the Core Strategy which focus on the need to regenerate the town centre. Once adopted, the Masterplan will provide strategic guidance for new development in the town centre.
- 2.2 The development of the Masterplan began in January 2011 with the stakeholder workshop held at Felden Lodge as referred to above. The event brought together a wide range of town centre business, organisation and community representatives, as well as Officers from Dacorum Borough and Herts County Councils. Three broad topic areas that will sit at the heart of the Masterplan were addressed: urban design, sustainable economic development and access and movement.
- 2.3 The Masterplan is being developed and managed by the Council's Strategic Planning and Regeneration Team. Working Groups have been formed to bring together existing knowledge and expertise across the Dacorum Borough Council, Herts County Council and the Town Centre Partnership. These groups have been tasked to develop the studies informing the Masterplan, the next stakeholder workshop programmed for January 2012 and the strategies that will form Chapter 5 of the Masterplan.
- 2.4 Two key studies have been commissioned to help develop the Masterplan. This includes the Access and Movement Study (JMP consultants) and the Retail and Major Land Use Study (Allies and Morrison Urban Practitioners).

Other work has also been commissioned to help understand the historic significance of the Water Gardens and to help identify the new location for the Public Sector Quarter.

- 2.5 The following sets out what the Masterplan will cover and how each section will be informed:

<b>Chapter</b>	<b>Informed by</b>
1. Introduction	} <ul style="list-style-type: none"> <li>- Stakeholder Charette 2011</li> <li>- Stakeholder Workshop 2012</li> <li>- MSZ<sup>1</sup> Improvement Strategy</li> <li>- Retail Studies<sup>2</sup>; Health Check</li> <li>- 29<sup>th</sup> March 2011 Cabinet Report</li> </ul>
2. Analysis of Hemel Hempstead Today	
3. Town Centre Vision	
4. Masterplan Aims	
5. Strategies	} <ul style="list-style-type: none"> <li>- Retail Studies; SED Working Group</li> <li>- Core Strategy; UD</li> </ul>
➤ SED <sup>3</sup> Strategy	
➤ Urban Design and Heritage (UD) Strategy Working Group	
➤ Access and Movement (A&M)Strategy	
➤ Infrastructure Strategy	} <ul style="list-style-type: none"> <li>- A&amp;M Study; A&amp;M Working Group</li> <li>- DSIS<sup>4</sup>; Update of DSIS for HHTC</li> </ul>
6. Zone Plans and Proposals	
➤ See Appendix 1	} <ul style="list-style-type: none"> <li>- UD Working Group</li> <li>- Workshop 2012</li> </ul>
7. Implementation and Phasing	
➤ Implementation and Phasing	
➤ Timescales	<ul style="list-style-type: none"> <li>- Waterhouse Square and update</li> <li>- Appendix 2</li> </ul>

Further information regarding the schedule of the Masterplan process can be found in Appendix 2.

- 2.6 The Masterplan is scheduled to be complete by October/November 2012 subject to approval by Full Council then. In the interests of progressing the necessary regeneration of the Town Centre, key projects including the regeneration potential of the Civic Block and development of a new Public Sector Quarter (PSQ) will run in parallel with the preparation of the Masterplan.
- 2.7 The Urban Design and Heritage strategy element of the Masterplan will guide the form of development across the town centre, and will help to support proposals to improve and restore aspects of town centre heritage. In particular it will be used to support any bids made to Heritage Lottery Fund schemes at the Water Gardens and the Old Town.

### 3. Regeneration potential of the Civic Block

- 3.1 The 'Civic Block', at the northern end of the Town Centre, comprises a grouping of a range of public services, each in their separate buildings. This includes West Herts College, Dacorum Borough Council Civic Centre Offices,

<sup>1</sup> MSZ – Marlowes Shopping Zone

<sup>2</sup> Retail and Leisure Study 2006, Retail Study Update 2009 and Retail & Major Land Use Study 2011

<sup>3</sup> SED – Sustainable Economic Development

<sup>4</sup> DSIS - Dacorum Strategic Infrastructure Study

the Magistrates Court, the Hertfordshire Pathfinder Health Trust, the Police Station and the Library. Built in the 1960s, at very low density, every building is aging, inefficient and no longer suitable for modern requirements. The site map below sets out the extent of the Civic Block and the land ownership.

- 3.2 The College already have plans in place for a modern replacement alongside residential development. The Magistrates Court closed at the end of September 2011. The Police Station is felt to be far bigger than necessary for modern operational needs. The Library is unable to deliver a modern service in an effective and customer friendly way. The Herts Pathfinder (Mental Health) Trust, whilst valuing the Marlowes location, feels that their building requires either major refurbishment or re-provision. The Council's Civic Centre far exceeds current and predicted space requirements and requires a level of investment which would represent very poor value for money – further details on the Civic centre are set out below.
- 3.3 The location and scale of the Civic Block means that it offers a huge regeneration opportunity and one that will kick start investment in the rest of the Town Centre. The Council commissioned property consultants G L Hearn to carry out a development feasibility analysis of the Civic Block (excluding the College) which reported in September 2011.
- 3.4 Their conclusions are that there would be significant market interest in the site as a location for a large supermarket (80,000 ft<sup>2</sup> +), together with an element of residential. This would require the whole site, and thus the agreement of all landowners. There would also be market interest in a medium size supermarket format (59,000 ft<sup>2</sup> +) which could be provided either on the Council owned part of the site (together with the Pathfinder Health Trust) or as part of a whole site development which included a far higher proportion of residential.
- 3.5 The work by GL Hearn includes an assessment of the market value of these scenarios which is set out in Part 2 of the Agenda on the grounds of commercial confidentiality. This information has been incorporated into the financial analysis of the options laid out in this report.
- 3.6 The conclusion is that there is significant regeneration potential in the site, and, given that it is exclusively in public sector ownership, a relatively simple process of land assembly. What would be required, however, is the re-provision of the services provided on site at an alternative location (with the exception of the Magistrates Court). It is also clear that the value in the site would provide the means allow the re-provision of the public service buildings that would be displaced but in a modern and more efficient form.

## Map of Land Ownerships in the Civic Block



### ***A new public service quarter***

- 3.7 If the Council and its partners agree to move forward with the regeneration of the Civic Block then there is a need to consider how the existing provision would be re-provided and where it might be located. The term 'public service quarter' is used to describe an approach where, insofar as is possible, a range of public and voluntary services can be located together to provide a one-stop-shop for the population of Dacorum, in particular for Hemel Hempstead.
- 3.8 Not only would there be economies of scale arising from such a proposal in sharing of facilities and costs but there would be benefits to the community in being able to access a wide range of services from a single point. It should also foster better and more imaginative working between organisations. Depending on its location there would also be a huge regeneration potential whether this is for Hemel Hempstead Town Centre or Maylands (which are

the two most obvious locations in terms of cost, land or building availability and convenience).

3.9 The following objectives are felt to be achievable and have been incorporated into consideration and assessment of the potential options:

- The creation of a new Public Service Quarter for the next 50 years with a 'citizen focus' and capable of adaptation as technology and consumer requirements change
- To capture new combinations of presence including modern library (information/learning/interaction), voluntary sector and commercial possibilities
- To deliver – and put in place – new and transformational ways of working which will speed up the organisations' cultural change programmes, initially encouraging 'agile working' (using drop down space rather than dedicated workstations) and home/distance working and incorporating the benefits of modern ICT and communications and shared/partnership working. This is expected to reduce overall space requirements for staff and volunteers and therefore costs.
- To act as a catalyst for either town centre regeneration and improve the "place making" offer provided by Hemel Hempstead or for a stimulus to development within Maylands. This allows a 'win-win' in that regeneration can be stimulated by use of the Civic Block and in the delivery of a new and modern public service quarter.
- To produce a value for money, exemplar, building in terms of design, sustainability and flexibility and one which makes the maximum possible contribution to regeneration
- To ensure that the current Civic Block site is developed within the overall concept of town centre regeneration
- To ensure that the value of the asset of the Council's land holding (and other partners) on the Civic Block is maximised.

3.10 The position of partners is as follows:

- Hertfordshire County Council has confirmed a strong interest in relocating the Library within a new Public Service Quarter, and to include their land in any proposal. Further discussions are underway regarding other HCC presence including the Registry service.
- Hertfordshire Police have confirmed that changes to service requirements mean that the current Police Station is too large and are already considering disposal; they are interested in a presence in a new Public Service Quarter.
- The Hertfordshire Pathfinder Health Trust has confirmed that it wishes to maintain a town centre presence and would require either a new building or presence within a new Public Service Quarter, though in a configuration that respects the confidentiality and needs of their clients.
- The Magistrates Court has already closed.

3.11 It is essential that prior to commencing the procurement process that partners wishing to occupy space in the new Public Service Quarter have signed up to

a legally enforceable agreement, which contains adequate protection for the Council in the form of indemnities in the event that one or more of the partners were to subsequently withdraw from the process. Discussions are underway with all of the above along with a number of voluntary sector partners.

### ***Public Service Quarter: Considering Options***

3.12 If the Civic Block is to be used to help stimulate Hemel Hempstead Town Centre Regeneration then this clearly requires new premises for the existing organisations (with the exception of the Magistrates Court). It follows that there needs to be a robust analysis of the options which are available for accommodating the Borough Council's functions and incorporation of other partners to deliver a new Public Service Quarter. Following a competitive tender, consultants DTZ were appointed to carry out the work of assessing all reasonable options, in terms of financial, operational and deliverability, and how these might be translated into a clear Business Case. The report has been made available in the Members' room and is a Background Document to this report.

3.13 The methodology adopted incorporates the following stages:

- Information capture and analysis
- Stakeholder engagement with the Council and other partners
- A definition of the accommodation requirement. Whilst this was primarily from the perspective of the Council – as the main occupiers of a new public service quarter – this also includes Herts County Council (with a specific focus on the Library and Registry Office), the Police, the voluntary sector and the Mental Health Trust (each of which would be either a potential occupant and/or impacted by the process.
- Option generation
- Option evaluation
- Identification of the preferred option
- Implementation and risk of the preferred option
- Recommendations

3.14 The work was carried out between May and October 2011. Set out below is a summary of the report's key findings.

### ***Accommodation requirement***

3.15 An analysis was carried out of the impact of new ways of working – this refers to the potential for maximising the use of new and remote technology to reduce the space required resulting from a mixture of office based, remote and home working. This has allowed a reduction in the Borough Council's workstations required from 453 to 280 and a subsequent reduction in space required and thus cost of accommodation.

3.16 Public meeting space has been modelled in a way which ensures that the space can be as flexible as possible for public and community use, including the prospect of using the facilities for conferences and private hire. A purpose

built and dedicated traditional Council Chamber has not been incorporated, as this is extremely difficult to use flexibly and would result in considerable extra costs.

- 3.17 Assumptions have been made to incorporate 800 sq.m. for a Library and 300 sq. m for the voluntary sector (though this could be varied depending on requirements, for instance if the Police or other public body wished to share space). There would be a shared reception available for all partners using the building (though it is recognised that partners such as the Police and Hertfordshire Pathfinder Health Trust may require separate arrangements).
- 3.18 The estimated space requirement is for a building of around 5100sq.m. gross internal space. The actual space requirements would be refined as part of the implementation process, but these estimates give a basis for the option appraisal. The full details of the requirements are in the DTZ report.
- 3.19 The **indicative** space requirements (excluding at this point the Police and Hertfordshire Pathfinder Health Trust) within a new Public Service Quarter are as follows:

	<b>Space m2</b>
<b>Ground Floor Hub</b>	
HCC Library	800
Customer Service Centre/Reception	227
Public Meeting Suite (10 rooms)	460
Miscellaneous support space	97
<b>First Floor</b>	
Members Suite	159
Staff Space	934
Voluntary Sector	300
<b>Second Floor</b>	
Staff Space	977
Miscellaneous support space	313
Circulation space (20%)	853
<b>Total</b>	<b>5120</b>

***The existing Civic Centre building***

- 3.20 As part of the option appraisal for a future public service quarter it is essential that an in depth study of the effectiveness and efficiency of the Civic Centre was carried out compared with modern requirements. This allows cost comparisons and as a reality check as to whether the existing building would be capable of long term use without significant investment. This included an assessment of the future investment costs the building will require if it is continued to be used. The conclusions demonstrate that continued use of the Civic Centre represent the most expensive and least effective of all options (see 3.24 below).



3.21 The deficiencies can be summarised as follows:

- It is too large for requirements (given new ways of working perhaps twice as large as needed)
- Its construction and layout is inflexible, restricting alternative uses (including the attraction of partners or commercial lettings)
- It is expensive to operate and hugely inefficient in energy and other resource usage
- It has a requirement of over £4 million of investment over the next ten years simply to address the fabric of the building and its services
- It fails to meet all requirements for disabled access
- As currently configured the building is incapable of allowing new and more flexible ways of working including issues around IT/data provision and power delivery limitation
- It offers a very poor working environment

3.22 Put simply the building is 'past its sell by date' and to keep it going is more expensive than alternatives which would allow for regeneration to happen on the site. It is incorporated into the option appraisal as a baseline but not considered a workable option

***New Public Service Quarter: Option Appraisal***

3.23 Set out below are the options that DTZ have analysed. The Status Quo involves staying in the Civic Centre as is (but carrying necessary repairs and equipment replacement) and thus rules out the regeneration possibilities. Status Quo 'Plus' is transforming the existing Civic Centre into as modern a building as possible and achieving the new ways of working (as do all options except Status Quo). Options of renting existing vacant office space were considered though none of these are in Hemel Hempstead Town Centre (there is no vacant space big enough). For new build to be practical and affordable it was assumed that any new public service quarter would be on Council owned land, which in practical terms means the Water Gardens Car Park area, Marlowes/Library site or on a greenfield site in Maylands. For options outside of Hemel Hempstead Town Centre allowance for the potential of a town centre customer contact centre and Library co-location were made.

Option	Detail
Status Quo	Backlog maintenance only
Status Quo plus	Upgrade main building, include new Library, close block B
Rent existing	Rent offices out of town centre, no Library
Rent existing	Rent offices out of town centre, customer contact centre in town centre including new Library
Water Gardens	New build including Library
Marlowes/Library	New build including Library
Maylands	New build no Library

Maylands	New build, customer contact centre in town centre including new library
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3.24 The first element in the appraisal is a **financial assessment**. DTZ have used an industry standard methodology, accepted by central government, which incorporates all of the costs involved in running costs and investment in each option projected over a 25 year period which are then ‘discounted’ back to produce a ‘Net Present Cost’ in today’s money which allows a common cost comparison over what are very different options. The results are set out below:

Option	Detail	Net Present Cost 25 Year Period	Financial Score
Status Quo	Backlog maintenance only	£15,906,904	53.42
Status Quo plus	Upgrade main building, include new library, close block B	£16,954,160	50.12
Rent existing	Rent offices out of town centre, no library	£12,451,331	68.24
Rent existing	Rent offices out of town centre, customer contact centre in town centre including new library	£13,615,852	62.40
Water Gardens	New build including library	£9,563,211	88.85
Marlowes/ Library	New build including Library	£8,496,719	100.00
Maylands	New build no library	£9,269,029	91.67
Maylands	New build, customer contact centre in town centre including new library	£11,946,798	71.12

3.25 What is clear is that the two most expensive options – which also have no regeneration potential either – are to stay at the current Civic Centre and these options are the poorest value for money. The Water Gardens is a higher cost than Marlowes/Library largely due to the cost of works to the car park in order to free up the space. Maylands is more costly than Marlowes/Library site because there are substantial costs in providing new access and services.

3.26 Further illustration of the financial impact is shown in the Table below which compares the running costs of each option. Apart from the rented options all are substantially cheaper than the existing Civic Centre, with savings of almost £400,000 per year arising from a new build option.

Option	Revenue costs 2018	Difference from current	% difference
Status Quo	937,170	0	0
Status Quo Plus	683,041	(254,129)	- 27%
Rent, no library	1,426,332	489,162	52%
Rent plus town centre customer service centre plus library	1,525,722	588,552	63%
Watergardens	548,526	(388,643)	- 41%
Marlowes/Library	548,526	(388,643)	- 41%
Maylands, no library	555,871	(381,299)	- 41%
Maylands plus town centre customer service centre and library	706,351	(230,819)	- 25%

3.27 The second element is a **qualitative analysis**. The criteria were agreed with and scored by members and senior officers:

Agreed Qualitative Criteria	
1	Flexibility - to adapt to change i.e. technological, consumer demand, changes to local government, shrinking space etc.
2	Providing a long term occupational solution for the Council or its successor
3	Delivery - confidence that occupation of the option will be achieved during Financial Year 2015/16 i.e. consideration of procurement, planning, construction etc issues
4	Acting as a catalyst for town centre regeneration [including contribution toward the local economy etc]
5	Being an active exemplar in the improvement of the “place making” offer provided by Hemel Hempstead.
6	Quantum/Configuration of Space - accommodating the Council (and partners') requirement to promote internal communication and efficient use of space, reducing duplications etc
7	Encouraging new and transformational ways of working [i.e. ‘agile’ (using drop down space rather than dedicated workstations) and home/distance working and incorporating the benefits of modern ICT and communications]
8	Provision of a working environment that clearly values staff and acts to maximise their effectiveness, including proximity to amenities and good transport links
9	Energy Efficiency - the option contributes towards the Council 's target to achieve reduced energy usage, enhances the Council 's target of a low carbon footprint, the option contributes towards achieving a good or excellent BREEAM rating (new build or major refurbishments including extensions -

whole development/construction cycle), SCAR rating (internal refurbishments)

- |    |  |
|----|--|
| 10 | Business continuity - minimal impact upon the Council business during delivery of the option   |
| 11 | Enhancing the Corporate Image of the Council [as a local presence, as a service provider, as an employer (i.e. recruitment)]   |
| 12 | Citizen focus' (i.e. Accessible, out of hours usage including modern library - interaction/learning/interaction) enabling collaboration to create one stop shop service provision etc. |

3.28 The overall assessment was as follows:

Option	Detail	Overall Qualitative Score	Qualitative Score Re-based
Status Quo	Backlog maintenance only	113	32.72
Status Quo plus	Upgrade main building, include new library, close block B	169	48.82
Rent existing	Rent offices out of town centre, no library	189	54.60
Rent existing	Rent offices out of town centre, customer contact centre in town centre including new library	220	63.62
Water Gardens	New build including library	346	100.00
Marlowes/ Library	New build including Library	331	95.08
Maylands	New build no library	263	76.15
Maylands	New build, customer contact centre in town centre including new library	266	78.92

3.29 The final part of the option appraisal is to produce a final 'Value for Money' analysis which – on the basis of a 50:50 split between financial and qualitative considerations produces the following assessment:

Option	Combined score	Rank
Marlowes/Library	97.54	1
Water Gardens	94.42	2
Maylands no library	83.91	3
Maylands plus town centre customer service centre and library	74.02	4

Rent existing plus town centre customer service centre plus library	63.01	5
Rent existing no library	61.42	6
Status Quo plus	49.47	7
Status Quo	43.07	8

3.30 The clear conclusions from the option appraisal are that the two Hemel Hempstead Town Centre options offer the best combination of financial and qualitative impact and are the best overall Value for Money. As the results for the two are extremely close it is recommended that both options are considered in the final implementation and risk element of the analysis with a decision to be made as per the indicative timetable set out below (at the latest by March 2012).

Phase	Timeline	Action
One - Option Appraisal	November 2011	Report to Cabinet. Agreement on project principles and timetable.
Two – Option and delivery choice	December 2011 - March 2012	Checking of all project assumptions. Choose option. Clarify partner involvement. Cabinet report by March 2012
Three - Procurement	March 2012 – March 2013	Production of specification. OJEU procurement process. Selection of preferred partner and enter into contract
Four - Delivery	April 2013 – Sept 2015	Planning application/approval. Works and occupation. Public Service Quarter available.

### ***Implementation and delivery***

3.31 There are a number of **key decisions** to be made:

- Whether or not to proceed with the regeneration opportunities on the Civic Block and the provision of a new Public Service Quarter
- What delivery route to follow in implementation
- Which option to pursue on the location of the Public Service Quarter
- What technical support is required to assist the Council in each stage of delivery
- How the project should be governed and managed

3.32 In addition there is considerable work to be done in preparation for procurement and delivery. Each of these is considered in turn.

***Should the project proceed?***

3.33 Given the clear ambitions the Council has for town centre regeneration, and the need to kick start this in difficult market conditions, together with what are compelling arguments in favour of proceeding set out in the DTZ study and associated work there is a very strong case in favour of proceeding.

3.34 In overall financial terms the project is deliverable in that the capital receipt generated from the sale of land on the Civic Block renders the project affordable within the Council's capital programme. Furthermore the two preferred options clearly demonstrate value for money when compared with the status quo and are more efficient in the longer run.

3.35 The other consideration in deciding whether or not to move forward is a risk analysis. There are clearly risks in **not** proceeding: the current Civic Centre building is inefficient and will prove more costly than re-provision in the long run; the Council and other partners would not be able to provide services in a modern and efficient manner; and the opportunity to bring in additional retail and residential into the town centre and provide a modern Public Service Quarter to help kick start regeneration would be lost. Risks involved with moving forward are dealt with in the Risk Analysis set out as Appendix 3.

***How should the project be delivered?***

3.36 The Council will need to choose how the whole project will be delivered. There are two options:

- Direct New Build and Disposal
- Developer Partner

3.37 DTZ lay out the advantages and disadvantages of both options but comment that the choice of preferred option will depend on the level of risk the Council is prepared to take combined with an assessment the Council's own capacity to deliver.

**Table 1: Comparison of options**

	<b>Direct New Build and Disposal</b>	<b>Developer Partner</b>
<b>Advantages</b>	Relationships less complex Public Service Quarter capable of earlier delivery Council in direct control of new build	Civic Centre (and those parts of the wider Civic Block where partners have committed) guaranteed as part of the overall contract and receipt can be used to cross fund new office provision Developer bears risk of delivery Developer bears upfront costs
<b>Disadvantages</b>	Risk that the Civic Centre (and those parts of the	Relationships/roles more complex

	<p>wider Civic Block where partners have committed) is not disposed of and capital receipt is not generated nor the site regenerated Council bears the cost of delivery including any cost overruns Council bears upfront costs</p>	<p>Public Service Quarter likely to take longer to deliver Developer in direct control of delivery Developer requires appropriate rate of return</p>
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- 3.38 It is proposed that a pragmatic approach be taken on the choice. The Council does not have a track record of direct large scale development and has insufficient in-house technical expertise and capacity.
- 3.39 Although the developer route is more complex and slightly longer in overall delivery time it significantly reduces the risk for the Council and adds to the certainty of delivery: it will be in the interest of the developer partner to deliver the Public Service Quarter on time and to specify the works in order that they can develop the retail and residential development from which they will draw the profits.
- 3.40 Although the project does potentially involve a range of partners, when compared to the Thornfield experience the developer partner route is a common approach towards development delivery. Provided the Council is adequately advised the risk should be low. A final decision on this can be made alongside the formal decision on which site and to proceed with procurement.

***Which location should be selected?***

- 3.41 The DTZ option appraisal demonstrates that the arguments are finely balanced between the two options. The Water Gardens scores far higher in terms of its regeneration impact whilst the Marlowes/Library site is cheaper and slightly more straightforward to deliver. The advantages and disadvantages of each are set out below:

**Table 2: Water Gardens**

<b>Advantages</b>	<b>Disadvantages</b>
<p>Offers a significant regeneration opportunity in the re-invigoration of Waterhouse Street and the potential linkages through Market Square to the Marlowes and future town centre regeneration</p> <p>Its setting is ideally positioned to maximise its impact on the town centre and as a location for an iconic building</p>	<p>Potential restrictions caused by the listed status of the Water Gardens (height, scale design and speed of delivery)</p> <p>Requires the partial demolition and restructuring of the existing car park, making the build costs more expensive than Marlowes/Library</p> <p>Loss of around 220 parking spaces.</p>

<p>Can be developed as a coherent package with the refurbishment of the Water Gardens themselves and, arguably, could enhance them</p> <p>Offers no constraint on the regeneration and value of the Gade Zone, and allows the full value of the Civic Block to be realised.</p> <p>Site entirely in Council ownership</p> <p>Could introduce community uses into the new facility, helping to support the HLF bid for the restoration of the Water Gardens.</p> <p>A study on the Water Gardens has been delivered which will make the Planning process more straightforward by setting out design parameters for the PSQ</p>	
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**Table 3: Marlowes/Library**

<b>Advantages</b>	<b>Disadvantages</b>
<p>Has lower build costs than the Water Gardens options</p> <p>Has more flexibility in terms of acceptable height, scale and design, making planning consent and delivery potentially easier and quicker</p> <p>Avoids the loss of around 220 parking spaces in the Water Gardens.</p>	<p>Prevents optimising the regeneration and value of the Gade Zone in that it cannot be developed alongside a Large Supermarket (and reduces that receipt to the Council and partners)</p> <p>Potentially renders the Gade Zone less attractive and marketable as an investment opportunity</p> <p>Its location offers a much more limited regeneration impact than the Water Gardens</p> <p>Land is not all in Council ownership</p> <p>Requires the temporary relocation of the Library</p> <p>There are some build complications due to topography (the slope)</p> <p>The site is not ideal for a landmark building.</p> <p>The option reinforces the elongated nature of the town centre's design, in</p>



	comparison with the Water Gardens option.
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- 3.42 The risks to delivery on each of these options are set out in Appendix 3 to this report.

***Technical Support and pre-procurement preparation***

- 3.43 It will be essential that the Council invests appropriate time and resource to ensure thorough preparation in advance of the formal developer selection, which includes:
- Firming up the Planning position in relation to both the Civic Block and the preferred office site
  - Ensuring that as much information as possible is available to assist the developer assessment of the suitability of the site they will be procuring, for example levels surveys, flood risk and ground conditions
  - Firming the core deliverables in the new Public Service Quarter (e.g. fit out quality, space planning requirements, design and materials, IT requirements etc.)
  - Getting formal commitment from partners on the Civic Block that they will bring their sites forward and agreeing the terms for delivery.
  - Establishing the marketing and procurement strategy
- 3.44 The tender process for the first part of the work – the option appraisal – incorporated submissions for the subsequent procurement and delivery work. DTZ were awarded the contract and are able to provide the necessary technical support in the various forthcoming stages in delivery – pre-procurement, procurement, contract award, and project management. They have extensive experience in assisting organisations with the cultural and technical changes required in moving to new ways of working. Pending successful negotiations they will be asked to complete the second part of the tendered brief.
- 3.45 Post-Contract Award, on the basis that the Council will be procuring new offices in addition to disposing of the Civic Centre site, it is important that the Council ensures that there is close monitoring of the Developer’s activities to ensure that the ‘end product’ - a new public service quarter building - is built to the required specification and timescale.
- 3.46 The Council will need the skills to ensure that the Developer’s proposal would be appraised from a technical perspective, including project team structure, design and specification, programme and procurement route. This analysis would ultimately lead to the agreement of a set of core deliverables and safeguards for incorporation within a Development Agreement and negotiation of the Agreement to ensure that the Council’s position was fully protected in terms of change control, risk mitigation, quality and programme for delivery. Suitable structures should be incorporated to ensure that the Council has options for either accepting a “turnkey” solution or a “Category A base build” for later fit out through its own appointed team.
- 3.47 Monitoring works on site will be important to include quality, programme and change control and risk mitigation to ensure delivery against the agreed Brief. Ultimately, the Council must be in a position to sign off Practical Completion

and oversee handover protocols such as training, delivery of Operation & Maintenance manuals and direct warranties/guarantees.

- 3.48 There will be a requirement for specialist support during the process though this can be defined nearer the time, with the costs rolled up into the overall project.
- 3.49 The Council will need to appoint its own Project Manager to take day to day responsibility for management of the project and liaison with DTZ, partners and contractors. It is suggested that this be provided, if possible, through an in house secondment and appropriate backfilling cover.
- 3.50 To further increase the level of certainty being offered to the market (and therefore to support as far as possible the receipt to the Borough Council and other landowners) it will be necessary to work up and approve a development and design assessment for the Civic Block and Water Gardens areas. This is included in the recommendations. The assessment will address specific requirements to be addressed in the eventual town planning process.

### ***Project governance***

- 3.51 This is a very significant project and it will be important that it can be governed and monitored at an appropriate level whilst still allowing flexibility and a speedy turnaround of key issues. It is proposed, therefore, to delegate the political management and oversight of the project to a Town Centre Regeneration Board, a sub-committee of Cabinet comprising the Leader, the Portfolio Holder for Finance and Resources and the Portfolio Holder for Regeneration and Planning. This will report regularly through Programme Board and quarterly updates to Cabinet. The Public Service Quarter Board will be supported by a project team led jointly by the Corporate Director Finance and Governance and the Corporate Director Housing and Regeneration.

### ***Financial implications***

- 3.52 Members will note that a financial summary is provided at the front of this report.
- 3.53 There will be a need to provide a level of in-house Project Management with immediate effect, probably through temporary secondment. It is proposed that any costs associated with this, which would be 'backfilling', be provided as part of the costs of the project. There will be immediate costs, should Members choose to proceed, of technical support through DTZ (estimated to be £100,000 in 2012/13) and legal, financial, procurement and associated costs. The total budget requirement is estimated to be in the order of £375,000, the vast majority of which (£350,000) would occur in 2012/13. To this should be added £25,000 for development and design assessment work on the Civic Block and the Water Gardens, making a budget requirement of £375,000 in 2012/13.
- 3.54 In addition to this, further work is needed on development appraisal work at the Market Square, Water Gardens restoration and Old Town heritage and economy strategy. In total the resource requirement adds a further £70,000,

giving a total requirement of £445,000. Further background on these pieces of work is given in the following sections of this report.

- 3.55 The net cost/income to the Council of a new Public Service Quarter cannot be precisely quantified at this point as it will be subject to the procurement process outlined. This will include the developer assessment of the value of the land alongside their proposals for meeting the agreed specification for the new Public Service Quarter. In addition to this the Council will need to factor in the costs of preparing for new ways of working, including the complete digitisation of records and transactions, associated IT upgrades and staff training.
- 3.56 If the proposal to follow the developer partner route is taken then the impact on the Council's capital programme will be minimised and is felt to be within resource availability should additional capital input be needed.
- 3.57 The ongoing financial impact of a new Public Service Quarter is likely to be a substantial saving on account of lower ongoing running costs (c. £400,000) and avoidance of the major upgrades that would have been needed if the Council remains at the Civic Centre (such as reworking the ground floor to accommodate the Library, upgrading all working space to allow new efficient ways of working, and replacement of ageing and inefficient services such as heating, ventilation and energy efficiency).

### ***New Ways of Working***

- 3.58 The Council is already on a path to delivering new ways of working through the Dacorum Delivers Programme and ongoing work on modernising our ICT platforms and capacity. All of the future options incorporate a move to new ways of working, which include:
- Maximisation of the use of new technology
  - Encouraging those customers who can to migrate to on line contact
  - Improving the capacity of our web based applications to maximise the amount of transactions that can be done on line
  - Moving towards a mix of workstation (i.e. office) based, remote and homeworking, with the net effect of reducing the amount of office floorspace required (thus reducing overall costs)
  - Moving away from a paper based approach to working arrangements with all records digitally stored
- 3.59 It will be essential that all of the technological, operational and cultural changes are already in place well before any move into new premises. Current work will be incorporated into a specific New Ways of Working project, feeding into the Programme Board, with all resource and change requirements clearly identified. Some of these, in particular the digitisation of files and records and their incorporation into live systems will be both resource and time consuming.

#### **4. Market Square and Water Gardens options**

- 4.1 As noted above, Cabinet decided to make regeneration proposals in the Market Square and Water Gardens area a priority project at its meeting on 29 March 2011.
- 4.2 The key challenges for both locations are bring their own issues, but are strongly linked.

##### **a. Market Square – future development potential**

- 4.3 The Market Square now represents a vacant space within the Town Centre for much of the week following both the move of the street market to the pedestrianised area, and the removal of the old market stall structures. Strategically it is very important, lying at effectively the northern end of the main shopping area. Although there are retail shops and businesses further north along Marlowes towards the current Civic Centre, the offer to customers tends to peter out.
- 4.4 There is the opportunity to use the Market Square area, with the added advantage of the Square and the Bus Station being in Council ownership, to bring forward new development to act as an attractor for footfall and activity at the northern extent of the shopping area. This will be important whether or not development comes forward on the Water Gardens site, but particularly so if it does.
- 4.5 Following any decision to move ahead with development of a new public service quarter, it will be necessary to bring forward feasibility study work to devise the potential for a regeneration of the Market Square area. The work will need to include a vision for new development and activity, an appraisal of development options and viability, land assembly issues, the relationship of any new scheme to the Water Gardens, and its role within the overall dynamics of activity within the Town Centre as a whole.
- 4.6 The study work will need to address certain issues around the re-provision of bus station facilities in the Town Centre, linked to the findings of the current Access and Movement Study which is being prepared to inform the Masterplan. Consultancy input may be necessary to achieve this, particularly on development viability and land assembly considerations. Much of this can be carried out in house though proposals will be brought forward in due course on viability and land assembly. .
- 4.7 In the meantime, temporary uses for the Market Square are being considered. Arising from consultation on the Marlowes Shopping Zone Improvement Strategy and use of resources to improve the Town Centre, a participatory budgeting exercise involving the local community will take place in December 2011 to consider effective temporary uses for the Market Square.

##### **b. Proposals to restore and improve the Water Gardens**

- 4.8 The Jellicoe Water Gardens are now a Grade II Registered Park and Garden – the equivalent type of status afforded to open and landscaped areas as listing is to buildings of special architectural and historic interest.
- 4.9 Whether or not a development of a new public service quarter proceeds on the Water Gardens North car park area (outside but adjacent to the registered area), as discussed in section 3 of this report, the case for restoration and improvement is compelling.
- 4.10 The report by Allies and Morrison Urban Practitioners (AMUP) as referred to above, identifies an initial programme of restorative work with an estimated cost of £2.83 million. This is to reinstate and repair existing features without adding any additional works that might be considered appropriate to the Water Gardens' historical interest and befitting of its registered status.
- 4.11 Officers met recently with the Heritage Lottery Fund team in Cambridge to outline the scope of a potential bid to the HLF Parks for People fund. Bids for a five year programme of mainly capital works can be made up to the value of £5 million, but are contingent on 10% match funding from the Local Authority and the satisfaction of a range of conditions including the need for strong community buy-in and involvement with the project.
- 4.12 In this, the community is expected to be directly involved in the delivery of the restorative works and for opportunities for education, training and employment to be provided. The setting up of a 'friends' or other community-based group will be essential. On this basis, it is considered that a new sub-group of the Hemel Hempstead Town Centre Partnership would be best placed to provide this input. The involvement of local residents and businesses will be important to the ultimate success of any bid.
- 4.13 The HLF advised that the setting of a project within a wider strategic delivery context, in this case, a key element of the Town Centre Masterplan and regeneration proposals, would help support a bid and give it credibility.
- 4.14 The bidding process is lengthy and takes place over two stages. If Cabinet was to decide to support the submission of a bid, it would be necessary to aim for the first stage submission in August 2012 to secure HLF support to develop a scheme in more detail. If stage one is successful, the second stage bid would be submitted twelve months later in August 2013. Whereas there is no guarantee of success at stage two, if approved a project would then run for a maximum of five years. There would be an element of revenue funding set out in the project programme to enable dedicated but temporary officer support to be provided.
- 4.15 Resources would need to be identified to work up the stage one bid, and a provision of £20,000 would be necessary to support this.

## **5. Hemel Old Town Renaissance**

- 5.1 The Council has also identified proposals to improve Hemel Hempstead Old Town as a further top priority project.
- 5.2 This falls into two broad proposals – improvements to the public realm and a range of improvements to the Old Town Hall.

- 5.3 Cabinet is due to receive a report on the Old Town Hall works at its meeting on 17 February 2012.
- 5.4 A joint project between Dacorum Borough Council and Hertfordshire County Council will deliver the first phase of improvements to the highway and public realm in autumn 2012. This will involve:
- delivery of a new one-way traffic system along the High Street with new on-street parking bays;
  - redefinition of the gateways to the High Street;
  - creation of an events space;
  - improved accessibility to public transport;
  - street furniture de-cluttering; and
  - the provision of a more consistent approach to the use of surface materials, signage and street furniture.
- 5.5 Later phases will consider highway and public realm improvements to the rest of the Old Town as set out in a heritage and economy strategy, which will be delivered jointly by Dacorum Borough Council and Hertfordshire County Council.
- 5.5 Cabinet is invited to confirm its approval to the project and the dedication of capital funds as outlined above. A project plan and governance structure has been set up by and will be run by Hertfordshire County Council, which will carry out the works, which are scheduled to complete in October 2012.
- 5.6 The highway and public realm improvement works are being funded between Dacorum Borough Council and Hertfordshire County Council. The total scheme budget is £1,120,000. HCC's input is £120,000 with the remainder of £1,000,000 from DBC. Members will note that there is already £500,000 in the capital strategy to fund this, with a proposal for the remaining funds the subject of an addition to the programme form 2012/13.
- 5.7 Details of the scheme are set out at Appendix 4.
- 5.8 To help ensure that the Old Town has the best prospects of an active heritage offer, further work is needed to set the approach towards conserving and enhancing local heritage, and an achievable economic strategy. An integrated 'heritage and economy strategy' will deliver a conservation area review and appraisal; an economic development study and plan; delivery plans and the basis for a bid for future funding, as explained below.
- 5.9 The cost of this integrated approach is estimated at £50,000.
- 5.10 In particular, further built heritage improvements beyond next year's highway works will be considered through an application to the Heritage Lottery Fund's Townscape Heritage Initiative (THI) next November. As part of this bid, it will be necessary to complete a Heritage Strategy and a Conservation Area Appraisal to investigate the historic integrity of the Old Town, areas for improvement and related costings, together with an appraisal of the listed buildings. Additionally, a business and economic development strategy will need to be completed to help the Old Town reach its economic potential and to exploit the total package of physical, built heritage and transport related improvements.

- 5.11 At the recent meeting with the HLF, Officers were advised that such a THI bid would stand separate to any other bid made – such as for the Water Gardens – but that it would have greater credibility if it were seen within the strategic context of the Council's wider regeneration and development plans for the Town Centre.
- 5.12 As with the Water Gardens bid proposals, there will be a resource requirement to work up the first stage of a THI bid and this will feature as part of the work for the Old Town heritage and economy strategy.
- 5.13 Finally, the Access and Movement Study (which informs the HHTC Masterplan) is due for completion in March 2012. This study also considers improvements to the Old Town through the delivery of a detailed design scheme for the River Gade Walk and Cycle Way and access and movement improvements between the proposed River Gade Walk and Cycle Way, the Bury, Gadebridge Park and the Old Town's High Street.

## **6. Marlowes Shopping Zone Improvement Strategy**

- 6.1 At its meeting on 28 June 2011 Cabinet approved a Strategy for delivering a range of environmental enhancements to the Marlowes Shopping Zone and agreed a first phase of public realm works to be taken forward with JMP Consultants to the next stage of detailed design and implementation.
- 6.2 A Steering Group comprising Officers from Planning, Development and Regeneration, Resident Services and Clean, Safe and Green has since been working with JMP Consultants to agree a delivery programme and prepare designs for those interventions identified as a priority.
- 6.3 Specifically, work to reduce the level of unnecessary street furniture is expected to commence in November 2011, whilst proposals for the creation of a wider, specific outdoor food court are progressing with a view to implementation in Spring 2012. The other priorities agreed by Cabinet, including planter treatments, market stall improvements and the greening of Bridge Street, will be delivered over the remainder of 2012.
- 6.4 Further improvements proposed through the Marlowes Shopping Zone Improvement Strategy for the medium and longer term will be delivered subject to the availability of appropriate funding.

## **7. Review of Street Market Options**

- 7.1 Members of the Town Centre Partnership and the public have been identifying improvements to the Hemel Hempstead Market for some time as key to the overall attractiveness of the Town Centre.
- 7.2 An improved design and layout has been included in the work carried out by consultants JMP for the Marlowes Improvement Strategy and an assessment by market consultants Quarterbridge of the current market offer and how to realise further potential and improvements, has indicated that there is much scope to improve the current arrangements to bring forward many benefits. The two consultants have worked together to present the best solution going

forward, both in layout and physical improvements and in the ongoing management of the Market contract.

- 7.3 The current contract expires in October 2012 and work will commence in the Spring to create a tender document that will include addressing the areas for improved management and operation of the market. It is to be hoped that the new arrangements will be able to begin to operate as soon as the existing contract expires. In the short term there is ongoing effort to work with the current operators (Town & Country) to improve on areas of concern within the current contract.

## **8. Communications and Marketing**

- 8.1 The proposals set out in the report represent the most extensive programme of works to be carried out across Hemel Hempstead Town Centre since the pedestrianisation of the Marlowes in the 1990s and the regeneration of the former BP House/Eagle Star site for the new Riverside development in the mid-2000s. Certainly the programme is the most varied to be introduced since the construction of the new town centre.
- 8.2 Careful consideration has been given to how the proposals can be brought together under a single brand that can be used to both communicate key messages but also to take the offer of Hemel Hempstead Town Centre to market.
- 8.3 The brand of 'Hemel Evolution' has been developed to fulfil this purpose, recognising that in this stage of the life and development of the new town, and using the framework masterplan approach to regeneration, it is a process of evolving yet planned change.
- 8.4 An initial communications flyer has been produced and the intention is to use the brand as a means to further consultation and engagement. This is shown at Appendix 5.



**List of Appendices**

- 1. Masterplan Zones and Proposals**
- 2. Masterplan schedule**
- 3. Risk Assessment**
- 4. Hemel Old Town Highway Proposals**
- 5. Hemel Evolution publicity**

Appendix 1: Masterplan Zones and Proposals

Character Zone	Key projects	Short – term (by Dec 2012)	Medium – Term (Jan 2013 to Dec 2016)	Long – Term (Jan 2017 onwards)
<b>Old Town</b>	<ul style="list-style-type: none"> <li>• Highway and public realm improvements to the High Street including one-way system</li> <li>• New taxi-rank and bus stop</li> <li>• De-cluttering of the street furniture and signage</li> <li>• Co-ordinated street furniture and signage</li> <li>• Revitalisation of the OTH</li> <li>• Improve access and movement between the River Gade Walk and Cycle Way, Gadebridge Park, the Bury and the back of the High Street</li> <li>• The Bury – options for future use</li> <li>• Highway and public realm improvements to the rest of the Old Town</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<b>Gade Zone</b>	<ul style="list-style-type: none"> <li>• New College and residential development and part of the River Gade Walk and Cycle Way</li> <li>• Supermarket and residential</li> <li>• Possible new public service quarter with library and police</li> <li>• River Gade Walk and Cycle Way</li> </ul>		<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	

	<ul style="list-style-type: none"> <li>• Tree planting along the Marlowes</li> <li>• De-cluttering of the street furniture and signage</li> <li>• New co-ordinated street furniture, signage and lighting</li> <li>• Other residential development</li> </ul>		<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<b>Marlowes Original Zone</b>	<ul style="list-style-type: none"> <li>• Tree planting along the Marlowes</li> <li>• De-cluttering of the street furniture and signage</li> <li>• New co-ordinated street furniture, signage and lighting</li> </ul>		<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<b>Jellicoe Water Gardens Zone</b>	<ul style="list-style-type: none"> <li>• Possible new public service quarter with library and police, greening of market square and Waterhouse Street, improving east-west links –</li> <li>• Restoration of the Water Gardens</li> <li>• Cafe/community facility within the water gardens/part of the civic facility</li> <li>• Opening up Bridge Street</li> <li>• Rationalisation of bus space</li> <li>• River Gade Walk and Cycle Way</li> <li>• De-cluttering of the street furniture and signage</li> <li>• New co-ordinated street furniture, signage and lighting</li> <li>• Shared space along Waterhouse Street</li> </ul>		<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>

	<ul style="list-style-type: none"> <li>• History trail between the Water Gardens, the Bury and the Old Town</li> </ul>		➤	➤
<b>Marlowes Shopping Zone</b>	<ul style="list-style-type: none"> <li>• New Rainbow sculpture</li> <li>• Shopfront jackets at Quasar</li> <li>• Greening of Bridge Street</li> <li>• Public realm improvements to the pedestrianised area, including planters, lighting, food court and canopy</li> <li>• Temporary Improvements to the Market Square</li> <li>• Improving east west links</li> <li>• De-cluttering of the street furniture and signage</li> <li>• Rationalisation of bus space</li> <li>• New co-ordinated street furniture, signage and lighting</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> </ul>
<b>Hospital Zone</b>	<ul style="list-style-type: none"> <li>• New Hospital - locations for hospital</li> <li>• New residential and business uses in the GEA (Royal Mail site)</li> <li>• Improving east west links</li> <li>• De-cluttering of the street furniture and signage</li> <li>• New co-ordinated street furniture, signage and lighting</li> </ul>		<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> <li>➤</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> <li>➤</li> <li>➤</li> </ul>
<b>The Plough</b>	<ul style="list-style-type: none"> <li>• Highway improvements to the</li> </ul>	<ul style="list-style-type: none"> <li>➤</li> </ul>		

<b>Zone</b>	roundabout <ul style="list-style-type: none"> <li>• Rationalisation of bus space</li> <li>• River Gade Walk and Cycle Way</li> <li>• Pedestrian and cyclist movement around and through the Plough roundabout</li> <li>• Improvements to the subway</li> <li>• De-cluttering of the street furniture and signage</li> <li>• New co-ordinated street furniture, signage and lighting</li> </ul>	➤ ➤ ➤	➤ ➤ ➤ ➤ ➤ ➤	
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**Appendix 2: Masterplan Schedule**

	<b>Access and Movement Study (external work)</b>	<b>Retail and Major Land Use Study (external work)</b>	<b>Urban Design Strategy (internal work)</b>	<b>Infrastructure Strategy (internal work)</b>
July 2011	<ul style="list-style-type: none"> <li>Liaise with procurement regarding tender process</li> </ul>	<ul style="list-style-type: none"> <li>Consultants appointed for Retail and Major Land Use Study</li> </ul>		
August to September 2011	<ul style="list-style-type: none"> <li>Draft tender for A&amp;M Study</li> <li>Decide upon evaluation criteria</li> </ul>	<ul style="list-style-type: none"> <li>Received draft of the first stage</li> </ul>		
	Set up working groups, tasks and arrange meetings			
	<p><b>Consider resources required for Masterplan:</b></p> <ul style="list-style-type: none"> <li>➤ Organisation of Stakeholder Workshop and facilitator – NB/BT</li> <li>➤ Masterplan Structure: <ul style="list-style-type: none"> <li><i>Chapter 1 – Introduction – BT</i></li> <li><i>Chapter 2 – Analysis of HH today – BT</i></li> <li><i>Chapter 3 – Town Centre Vision – NB/RE Graphics</i></li> <li><i>Chapter 4 – Master Plan Aims – NB</i></li> <li><i>Chapter 5 - Four Strategies</i> <ul style="list-style-type: none"> <li>• Writing Access and Movement Chapter – KeL/FW</li> <li>• Writing Economic Development Strategy – TC/CT/KL</li> <li>• Writing Urban Design Strategy - NB</li> <li>• Writing Infrastructure Strategy - data relating to Hemel Hempstead town centre from Strategic Infrastructure Study, update details and gather outstanding costing details for required infrastructure – HO</li> </ul> </li> <li><i>Chapter 6 – Zone Plans and Proposals – NB/ RE Graphics</i></li> <li><i>Chapter 7 – Implementation and Phasing</i> <ul style="list-style-type: none"> <li>• Writing Implementation and Phasing Chapter – NB/BT/HO</li> </ul> </li> </ul> </li> </ul>			

	<ul style="list-style-type: none"> <li>Investigating and mapping Land Ownership in the targeted regeneration areas - KC</li> <li>Setting out timescales - BT</li> </ul>			
	Update Town Centre Masterplan PID			
September to October 2011	<ul style="list-style-type: none"> <li>Appoint consultants for A&amp;M Study to start</li> </ul>	<ul style="list-style-type: none"> <li>Set up first working Group sessions</li> </ul>	<ul style="list-style-type: none"> <li>Set up first working Group sessions</li> </ul>	<ul style="list-style-type: none"> <li>Review infrastructure study</li> </ul>
	16 <sup>th</sup> Sept			
	<ul style="list-style-type: none"> <li><b>Receive Draft of first stage of the A&amp;M Strategy by 26<sup>th</sup> Oct</b></li> <li>Set up first working Group sessions</li> </ul>			
	Feed in results of Civic Block Feasibility Study/ Accommodation Review			
Undertake Water Gardens Study				
Update PID				
November 2011			<ul style="list-style-type: none"> <li>Develop draft Urban Design Strategy and identify Zone Plans and Proposals (NB)</li> </ul>	<ul style="list-style-type: none"> <li>Finish Infrastructure Study Review</li> </ul>
	Cabinet Report on PSQ Facility Book Venue for Stakeholder Workshop			
December to January 2011	<p>Send out invites for Stakeholder workshop</p> <p>Develop ideas for themed group work for Workshop i.e. Access and Movement, Sustainable Economic Development (informed by the Major Land Use Strategy) and Urban Design</p>			

	<ul style="list-style-type: none"> <li>• <b>Second Stage of the A&amp;M Study to be completed by 20<sup>th</sup> Dec</b></li> <li>• Develop draft A&amp;M Strategy and identify Zone Plans and Proposals (NB)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop draft Sustainable Economic Development Strategy and identify Zone Plans and Proposals (TC/CT/KL)</li> <li>• <b>Draft Retail and Major Land Use Study to be completed by W/c 5<sup>th</sup> Dec</b></li> <li>• Final Retail &amp; Major Land Use Study W/c 19<sup>th</sup> Dec</li> </ul>	Develop draft Urban Design Strategy (NB)	Develop draft Infrastructure Strategy (HO)
Working Groups' Meetings				
<b>Stakeholder Workshop</b>				
February to March 2012	Workshop facilitator to produce Stakeholder Workshop Report Go out for public consultation on draft Masterplan for 6 weeks			
	<ul style="list-style-type: none"> <li>• <b>Stage 3 presentation of Draft A&amp;M Study W/C 8<sup>th</sup> Feb</b></li> <li>• <b>Final Stage of the A&amp;M Study to be completed by W/c 20<sup>th</sup> Feb</b></li> </ul>			

March to May 2012	Write Masterplan.
	Go to Cabinet
June to September 2012	Public Consultation
	Go to Cabinet
October 2012	<b>Masterplan to Full Council for approval</b>

Appendix 3: Risk Assessment of Public Service Quarter Delivery

Overall project risk appraisal

Risk	Reason for risk	Likelihood	Impact	Mitigation	Likelihood	Impact	Comment
<p><b>Organisation unprepared</b></p> <p><b>That the organisation is unable to move out of current accommodation in alignment with new facilities being available</b></p>	<p>That the full extent of work to be achieved is underestimated and insufficiently planned for</p>	<p>High</p>	<p>High</p>	<p>Clear project objectives</p> <p>Clear project management arrangements</p> <p>Clear project leadership</p> <p>An implementation plan that takes account of the physical works, the technical infrastructure and the organisation transformation required, and that sufficient resources (including external specialist advice where needed) is provided for.</p>	<p>Medium</p>	<p>High</p>	<p>Critical that the project is given clear corporate importance and that it is delivered as a whole organisation matter and not simply a build project</p>

Risk	Reason for risk	Likelihood	Impact	Mitigation	Likelihood	Impact	Comment
<p><b>That partners decide not to participate</b></p>	<p>Either that agreement cannot be reached or that partners decided the proposal is not attractive</p>	<p>High</p>	<p>High</p>	<p>That proper contact and agreement is fully explored in the pre-procurement phase of the work</p> <p>That and early memorandum of understanding is agreed</p> <p>That where land is to be included that a landowners agreement is in place</p> <p>That the needs of partners are fully understood and incorporated into the proposal</p> <p>That the plans are sufficiently flexible to allow for some partners not to participate</p>	<p>Medium</p>	<p>Medium</p>	<p>Judgements may need to be made regarding any situations where a partner is prejudicing the whole project either through inability to agree in time or where requirements are impossible to meet.</p>

Risk	Reason for risk	Likelihood	Impact	Mitigation	Likelihood	Impact	Comment
<b>That the project experiences cost overruns</b>	<p>Poor project specification and contract arrangements and unforeseen circumstances.</p> <p>Market conditions worsen</p>	High	High	<p>Preliminary studies on site/ground conditions, flood risk, access requirements etc. are already in place</p> <p>Clearly researched client brief</p> <p>Incorporation of flexible use of space as integral to the design</p> <p>Contract arrangements to place risk with developer</p>	Medium	Medium	
<b>That the Council will have insufficient resources to meet the costs of the project</b>	<p>That costs overrun</p> <p>That receipts are less than expected/predicted</p> <p>That other expenditure means resources are not</p>	Medium	High	<p>As above</p> <p>That pre-procurement work ensures that market interest is thoroughly evaluated</p>	Low	Medium	

Risk	Reason for risk	Likelihood	Impact	Mitigation	Likelihood	Impact	Comment
	available			That the project is managed in conjunction with the overall capital programme and medium term financial strategy			
<b>That partner organisations will be unable to relocate in alignment with the new facilities being available</b>	That arrangements have not been concluded and insufficient support given to partners to achieve the move	Medium	Medium	Clear and binding agreements are in place  Close working arrangements are put in place to include partners  Assistance is given to voluntary sector partners over the mechanics of moving	Low	Medium	
<b>That the space provided is not suitable and/or too small/too large</b>	Poor planning	Medium	High	That specifications are thoroughly checked and agreed with the clients  That space	Low	Medium	



Risk	Reason for risk	Likelihood	Impact	Mitigation	Likelihood	Impact	Comment
				provided is sufficiently flexible to allow alternative uses			

**Delivery Risk Analysis: Water Gardens**

Risk	Reason for risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
That a clear recommendation for Planning approval is unable to be given	<p>That the proposal has not taken account sufficiently of policy and location</p> <p>That the proposal is deficient in any specific requirements of the site</p>	Med	High	<p>In depth study on the Water Gardens and confirmation of requirements of a proposal of excellent quality in harmony with the Water Gardens and compliant with local and national policy</p> <p>Exemplar design</p> <p>Town Centre Masterplan</p> <p>Local Plan and Core Strategy</p>	Low	High	<p>The listing of the Water Gardens means that the development must be in sympathy with and must not detract from Jellicoe's original intent and design.</p> <p>The listing is not, however, a veto on development.</p>
That Planning Permission will be substantially delayed	That developer interpretation of client	High	Med	Clear development brief	Med	Med	Whilst it is entirely possible that there will be local opposition the

Risk	Reason for risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
	<p>requirements is substantially adrift of requirements</p> <p>Local opposition to proposals</p> <p>Call in by the Secretary of State</p>			<p>Extensive work with 'Friends of the Water Gardens' and key consultees</p> <p>Development of parallel HLF bid for total refurbishment of the Water Gardens</p> <p>In depth study on the Water Gardens and confirmation of requirements of a proposal of excellent quality in harmony with the Water Gardens and compliant with local and national policy</p>			<p>strengths of the proposal in enhancing the town centre, allowing a restoration of the original gardens and encouraging footfall must be stressed.</p> <p>It is felt unlikely that the application would be called in, and even less likely that the Secretary of State would overturn any approval the Council may have given.</p>
<p>That Planning Permission will not be given</p>	<p>That the planning application is inadequate</p> <p>That s106 cannot be agreed</p>	<p>Med</p>	<p>High</p>	<p>In depth study on the Water Gardens and confirmation of requirements of a proposal of excellent quality in harmony with the Water Gardens and compliant with local</p>	<p>Low</p>	<p>High</p>	<p>It is felt unlikely that the application would be called in, and even less likely that the Secretary of State would overturn any approval the Council may have given.</p>

Risk	Reason for risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
				and national policy  Clear developer brief  Active project management			
That design constraints on an acceptable development will compromise requirements	That conditions of planning approval impact adversely on layout and scale	Med	High	In depth study on the Water Gardens and confirmation of requirements of a proposal of excellent quality in harmony with the Water Gardens and compliant with local and national policy  Ensuring that the internal design is flexible	Low	High	The site is large enough to allow any compromises which will not impact on the efficiency of the use of the building
That the development will experience cost overruns	Unforeseen circumstances  Changes to client requirements	High	High	Preliminary studies on site/ground conditions, flood risk, access requirements etc. are already in place  Clearly researched client brief	Med	Med	

Risk	Reason for risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
				Incorporation of flexible use of space as integral to the design  Contract arrangements to place risk with developer			
That site conditions/difficulties will delay	Unforeseen circumstances	Med	Med	Preliminary studies on site/ground conditions, flood risk, access requirements etc. are already in place	Low	Med	

**Delivery Risk: Marlowes/Library**

Risk	Reason for Risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
That a clear recommendation for Planning approval is unable to be given	That the proposal has not taken account sufficiently of policy and location  That the proposal is deficient in any	Low	High	A proposal of excellent quality in harmony with existing and proposed development and compliant with local and national policy	Low	High	

Risk	Reason for Risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
	specific requirements of the site			Exemplar design Town Centre Masterplan Local Plan and Core Strategy			
That Planning Permission will be substantially delayed	That developer interpretation of client requirements is substantially adrift of requirements  Local opposition to proposals	Med	Med	Clear development brief	Low	Med	
That Planning Permission will not be given	That the planning application is inadequate  That s106 cannot be agreed	Low	High	Clear developer brief  Active project management	Low	High	
That design constraints on an acceptable development will compromise requirements	That conditions of planning approval impact adversely on layout and scale	Low	High	A proposal of excellent quality in harmony with existing and proposed development and compliant with local and national policy  Ensuring that the	Low	High	

Risk	Reason for Risk	Likelihood	Impact	Mitigation	Residual Risk Likelihood	Residual Risk Impact	Comments
That the development will experience cost overruns	Unforeseen circumstances  Changes to client requirements	High	High	internal design is flexible  Preliminary studies on site/ground conditions, flood risk, access requirements etc. are already in place  Clearly researched client brief  Incorporation of flexible use of space as integral to the design  Contract arrangements to place risk with developer	Med	Med	
That site conditions/difficulties will delay	Unforeseen circumstances	Med	Med	Preliminary studies on site/ground conditions, flood risk, access requirements etc. are already in place	Low	Med	

## Old Town Improvements

The Old Town improvements form part of an overall plan to regenerate the town centre. The Hemel Hempstead Town Centre Masterplan (HHTCM) SPD is being developed to provide a policy framework for this regeneration. The Old Town is situated to the north of Hemel Hempstead Town Centre. The quality of the built environment in this zone is recognised for its special architectural and historic significance and the notable landmark of St. Mary's Church.

The main businesses along the High Street include professional services and specialist shops. There is also a strong evening economy with a variety of pubs, restaurants, cafes and a theatre. The Old Town is within close walking distance to Gadebridge Park, the Gade Zone, the proposed River Gade walk and cycle way and the Original Marlowes Zone.

Some funding has been allocated by Herts County Council (HCC) and Dacorum Borough Council (DBC) to deliver highway and public realm improvements to the High Street. The main objective for the highway and public realm improvements is to secure greater footfall and expenditure, whilst adding to the diversity of uses to help improve the vitality and economic prosperity of the Old Town. The project is expected to be completed by the end of 2012, as part of the first phase of improvements planned for the Old Town. This includes the delivery of a new one-way system with on-street car parking, redefined gateways, co-ordinated street furniture and a central events space (with a view to closing the High Street more regularly for themed markets and community events). However, the initial costing estimates for Phase 1 have highlighted that a significant amount of additional funding is required if the Council wishes to deliver the one-way system, on-street car parking and surface treatment with high quality materials.

The existing fund totals £620,000 (HCC - £120,000 and DBC - £500,000). To complete Phase 1 works DBC and HCC will require an additional £500,000. However, since outline costs are about 25% higher, the Council will aim to reduce costs where possible and minimise any impact to the quality of the surface materials used, but it may be necessary to push the improvements to the northern gateway (Section 6) into Phase 2 of the works. A breakdown of the expected materials and cost required for each of the sections that make up the High Street can be found at the end of this appendix. Subsequent phases will look to upgrade the rest of the highway and public realm in the Old Town, in accordance with a brief that is being developed with Highways. It is expected that subsequent phases will be delivered from s106 contributions and possibly from a Heritage Lottery Bid for Heritage Townscape Initiatives that is being progressed next year.

The project is of high priority to the Council and part of the Dacorum Development Programme. High impact improvements will make a difference for the long-term and deliver cost savings.

Hemel Hempstead Town Centre has been brought under the Improving Dacorum Programme project management process. The success criteria are outlined in the IDP Project Initiation Document. Progress will be reported to Cabinet on a regular basis and adequate project controls have been established to ensure that the proposed benefits are realised within the agreed timescales.

The highway and public realm improvements project is set out as an integral part of the HHTCM. The Annual Monitoring Report will summarise successful completion of key projects set out in the HHTCM. It will also indicate if there has been any further investment or economic growth as a result of the physical improvements to the Old Town.

These regeneration ambitions are also in line with improvements expected at the Old Town Hall.

	Section 1 - Queensway Junction			Section 2 - High Street Parking & Paving			Section 3 - High Street Parking & Paving			Section 4 - St.Marys Close			Section 5 - High Street Parking & Paving			Section 6 - Northern Gateway Feature			All Sections
	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	
Remove Kerbing	170	12	2040	220	12	2640	100	12	1200	115	12	1380	310	12	3720	30	12	360	11340
New Kerb (HB2)	170	40	6800	220	40	8800	100	40	4000	115	40	4600	310	40	12400	30	40	1200	37800
New Kerb (Granite)	0	70	0	0	70	0	0	70	0	0	70	0	0	70	0	0	70	0	0
Remove Channel	240	12	2880	220	12	2640	100	12	1200	115	12	1380	310	12	3720	30	12	360	12180
New Channel (CS1)	240	20	4800	220	20	4400	100	20	2000	115	20	2300	310	20	6200	30	20	600	20300
New Channel (Granite)	0	45	0	0	45	0	0	45	0	0	45	0	0	45	0	0	45	0	0
Remove Footway Paving	300	12	3600	470	12	5640	260	12	3120	445	12	5340	860	12	10320	75	12	900	28920
New Footway Paving (Concrete Flag)	300	60	18000	470	60	28200	260	60	15600	445	60	26700	860	60	51600	75	60	4500	144600
New Footway Paving (Yorkstone)	0	160	0	0	160	0	0	160	0	0	160	0	0	160	0	0	160	0	0
Mill Carriageway (100mm)	535	8	4280	450	8	3600	220	8	1760	320	8	2560	605	8	4840	200	8	1600	18640
New Carriageway Bituminous	0	50	0	350	50	17500	0	50	0	0	50	0	480	50	24000	0	50	0	41500
New Carriageway Paving (Concrete Brick)	535	40	21400	100	40	4000	220	40	8800	320	40	12800	125	40	5000	200	40	8000	60000
Remove Traffic Island	2	1000	2000	0	1000	0	0	1000	0	0	1000	0	0	1000	0	0	1000	0	2000
Total		TOTAL	65800			77420			37680			57060			121800			17520	377280
TM / Prelims / Enhancements		35%	23030		35%	27097		35%	13188		25%	14265		25%	30450		25%	4380	112410
Contingency		20%	13160		20%	15484		20%	7536		20%	11412		20%	24360		20%	3504	75456
<b>TOTAL</b>			<b>£ 101,990.00</b>			<b>£ 120,001.00</b>			<b>£ 58,404.00</b>			<b>£ 82,737.00</b>			<b>£ 176,610.00</b>			<b>£ 25,404.00</b>	£ 565,146.00



	Section 1 - Queensway Junction			Section 2 - High Street Parking & Paving			Section 3 - High Street Parking & Paving			Section 4 - St.Marys Close			Section 5 - High Street Parking & Paving			Section 6 - Northern Gateway Feature			All Sections
	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	Quantity	Rate	Total (£)	
Remove Kerbing	170	12	2040	220	12	2640	100	12	1200	115	12	1380	310	12	3720	30	12	360	11340
New Kerb (HB2)	0	40	0	0	40	0	0	40	0	0	40	0	0	40	0	0	40	0	0
New Kerb (Granite)	170	70	11900	220	70	15400	100	70	7000	115	70	8050	310	70	21700	30	70	2100	66150
Remove Channel	240	12	2880	220	12	2640	100	12	1200	115	12	1380	310	12	3720	30	12	360	12180
New Channel (CS1)	0	20	0	0	20	0	0	20	0	0	20	0	0	20	0	0	20	0	0
New Channel (Granite)	240	45	10800	220	45	9900	100	45	4500	115	45	5175	310	45	13950	30	45	1350	45675
Remove Footway Paving	300	12	3600	470	12	5640	260	12	3120	445	12	5340	860	12	10320	75	12	900	28920
New Footway Paving (Concrete Flag)	0	60	0	0	60	0	0	60	0	0	60	0	0	60	0	0	60	0	0
New Footway Paving (Yorkstone)	300	160	48000	470	160	75200	260	160	41600	445	160	71200	860	160	137600	75	160	12000	385600
Mill Carriageway (100mm)	535	8	4280	450	8	3600	220	8	1760	320	8	2560	605	8	4840	200	8	1600	18640
New Carriageway Bituminous	0	50	0	350	50	17500	0	50	0	0	50	0	480	50	24000	0	50	0	41500
New Carriageway Paving (Concrete Brick)	535	40	21400	100	40	4000	220	40	8800	320	40	12800	125	40	5000	200	40	8000	60000
Remove Traffic Island	2	1000	2000	0	1000	0	0	1000	0	0	1000	0	0	1000	0	0	1000	0	2000
<b>Total</b>			<b>106900</b>			<b>136520</b>			<b>69180</b>			<b>107885</b>			<b>224850</b>			<b>26670</b>	<b>672005</b>
TM / Prelims / Enhancements		35%	37415		35%	47782		35%	24213		25%	26971.25		25%	56212.5		25%	6667.5	199261.25
Contingency		20%	21380		20%	27304		20%	13836		20%	21577		20%	44970		20%	5334	134401
<b>TOTAL</b>			<b>£ 165,695.00</b>			<b>£ 211,606.00</b>			<b>£ 107,229.00</b>			<b>£ 156,433.25</b>			<b>£ 326,032.50</b>			<b>£ 38,671.50</b>	<b>£ 1,005,667.25</b>



## AGENDA ITEM: 11

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 April 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>HEMEL HEMPSTEAD TOWN CENTRE REGENERATION – NEXT STEPS FOR GADE ZONE AND PUBLIC SERVICE QUARTER</b>
Contact:	<p>Cllr Stephen Holmes, Portfolio Holder for Planning and Regeneration</p> <p>Author/Responsible Officer: Mark Gaynor, Corporate Director, Housing and Regeneration James Doe, Assistant Director, Planning, Development and Regeneration</p>
Purpose of report:	To update the proposals for regeneration of the Gade Zone in the light of collaboration and negotiation with key partners and seek approval of amendments to the project moving forward. To identify the preferred location for the Public Service Quarter. To consider the planning statement for the Gade Zone which will be part of the Hemel Hempstead Town Centre Masterplan.
Recommendations	<p>That:</p> <ol style="list-style-type: none"> <li>1. That the draft policy statement for the Gade Zone set out in the report (at Appendix 1) be approved and be incorporated into the Hemel Hempstead Town Centre Masterplan.</li> <li>2. The approach for a development of the Civic Centre and College sites to deliver a regeneration of new food store and associated facilities and a new College building, as outlined in the report, is endorsed</li> <li>3. Members indicate which of the two potential sites is the preferred location for the new Public Service Quarter building, and that should for any reason it become impractical to implement this preference, the reserve option is taken forward</li> <li>4. Arrangements for public exhibitions and consultation on the Hemel Evolution proposals as set out in the report are noted.</li> </ol>

	5. The timetable for the project as set out in section 5.5 of the report be agreed
Corporate objectives:	The project to regenerate Hemel Hempstead Town Centre has been identified as a top priority for the Council. Because of its multi faceted nature, and proposals to deliver a new public service quarter, it contributes to all five of the Council's corporate objectives.
Implications:  „Value For Money Implications’	<p><u>Financial</u></p> <p>Provision has been made in the budget for 2012/13 of £425,000 for professional, legal and consultancy support for the Public Service Quarter delivery. All other details are dealt with in the Part 2 report.</p> <p><u>Value for Money</u></p> <p>Town Centre Masterplan – production in house using establishment officer resource and selective use of expert consultancy input only where necessary.</p> <p>Public Service Quarter – the future of the Civic Centre has been thoroughly assessed and, on assumptions made at the time, there is a business case to support its physical replacement with a new Public Service Quarter (PSQ) as more cost-effective than the business as usual/status quo option. New construction relating to the Council's own occupational requirements will be funded as much as possible through sale of DBC assets thereby minimising the take from capital reserves.</p> <p>Operation of a new fit for purpose PSQ based on latest energy efficiency construction and new ways of working is estimated to deliver a considerable saving on running costs.</p>
Risk Implications	<p>A risk assessment has been carried out for the Dacorum Local Planning Framework Core Strategy and the initial Hemel Hempstead Town Centre Masterplan project initiation document.</p> <p>A separate risk assessment relating to the delivery of the PSQ was prepared for Cabinet in November 2011. This has been updated.</p>
Equalities Implications	An equality impact assessment has been prepared for the Dacorum Local Planning Framework Core Strategy, which the town centre plans are based on. As plans move forward further assessments will be carried out as necessary.
Health And Safety Implications	None
Monitoring Officer/S.151	<b>Monitoring Officer:</b>

<p>Officer Comments</p>	<p>The Monitoring Officer's detailed comments have been included in the Part 2 report</p> <p><b>S.151 Officer</b></p> <p>The S151 Officer's detailed comments have been included in the Part 2 report</p>
<p>Consultees:</p>	<p>Corporate Management Team Chris Taylor, Group Manager, Development Management and Planning Mike Evans, Group Manager, Commercial Property and Assets Ben Hosier, Group Manager, Procurement [check] James Deane, Group Manager, [input] Nathalie Webb, [input]</p>
<p>Background papers:</p>	<p>Hemel Hempstead Town Centre Regeneration Phase 1 proposals and new Public Service Quarter – report by DTZ, October 2011 Water Gardens Study, Hemel Hempstead – report by Allies and Morrison Urban Practitioners and the Landscape Partnership, October 2011 Hemel Hempstead Feasibility Study – report by GL Hearn Property Consultants, October 2011 Marlowes Shopping Zone Improvement Strategy –JMP consultants Reports to Cabinet 19 October and 29 November 2011</p>

## BACKGROUND

### Hemel Hempstead Town Centre Regeneration: Gade Zone

#### Report Summary

Following the Cabinet meeting in November 2011, which agreed the proposals for kickstarting regeneration in Hemel Hempstead Town Centre by redevelopment of the southern part of the Gade Zone, an opportunity has arisen to achieve a more effective and comprehensive scheme. By collaborating with West Herts College the whole of the Gade Zone, between Queensway and Combe Street, the town can see delivery of a state of the art College, a major food store and the delivery of a new Public Service Quarter providing a range of public and voluntary sector services. This report deals with the implications and requirements of taking this exciting project forward.

The proposal is relatively straightforward. The Council will sell the Civic Centre site to the College, allowing the College to assemble the land required to accommodate both the new College Campus and food store. The Council will use the receipt from the sale to help deliver the new Public Service Quarter.

The report also takes forward the masterplanning of the Town Centre and, specifically, sets out a planning statement to guide development in the Gade Zone

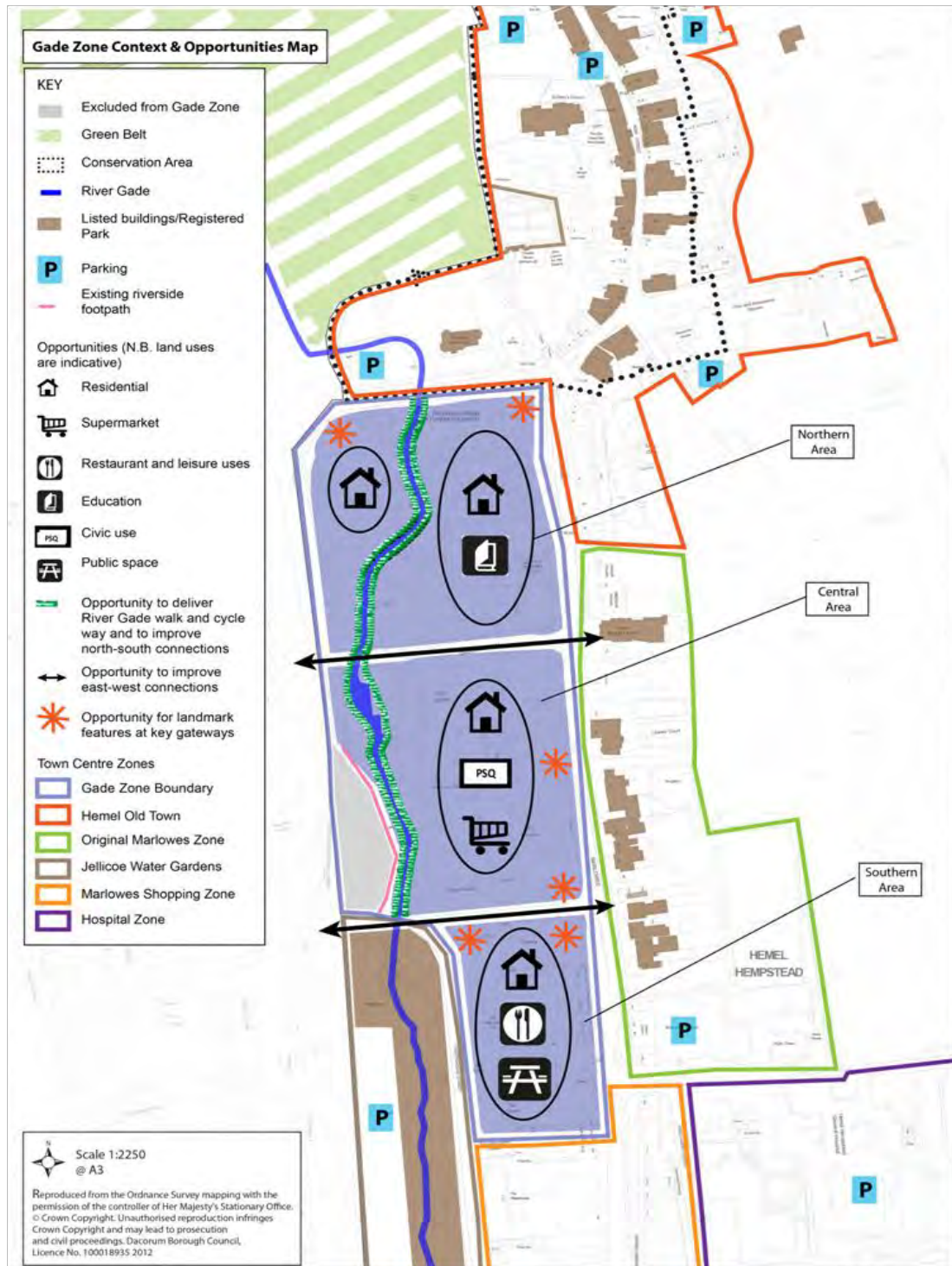
## **1. Background and Purpose of report**

- 1.1 Cabinet approved the approach to Phase One of the Town Centre regeneration at its meeting on 29 November 2011. Included in this were specific proposals to regenerate the Civic Centre site alongside other partners in the Civic Block (i.e. Library/Herts County Council (HCC), Police and Hertfordshire Partnership Health Trust (HPHT)). At this time it was understood that West Herts College (the College) were continuing to develop up their own proposals for a new college alongside a largely residential based project. It was also agreed that a development and design assessment be prepared to guide the form of development in the Gade Zone.
- 1.2 Subsequent to the Cabinet meeting a joint meeting with the College confirmed that, given the depressed state of the housing market, the residential based scheme no longer provided the added value to fund the cost of re-provision of the College. The College had been approached by Wm Morrison Supermarkets plc (Morrison's) and had reached an in principle agreement (an exclusivity agreement) to work together in delivering both a new college and a major food store. An initial concept scheme had been drawn up but the College and Morrison's were anxious to ensure that any proposals could be complementary to the Council's own plans. This report sets out the details of how collaboration with the College can move forward with the potential to deliver a more extensive regeneration of the town centre than the Council and College's initial, and separate, proposals.
- 1.3 Officers are in the process of producing the Hemel Hempstead Town Centre Masterplan which is due to be considered by Cabinet in June 2012 prior to public consultation and for final approval by Cabinet in October and full Council in November 2012. A draft policy statement has been produced covering the Gade Zone guiding future development, in which the proposals with respect to the College. Supermarket and the Public Service Quarter (PSQ) are all located.

## **2. Guiding new development in the Gade Zone.**

- 2.1 The Gade Zone Planning Statement has been prepared by the Council to provide guidance on the broad policy, development and design framework for this area in Hemel Hempstead town centre. The Gade Zone encompasses the north western section of the town centre from Queensway to the Market Square. It holds significant regeneration opportunities for educational, civic, residential, retail, restaurant and community uses.

2.2 Whilst the planning statement would be neither a development plan document (DPD) nor a supplementary planning document (SPD), it will, if approved, be given material consideration in the determination of planning applications for the Gade Zone. It takes the principles set out in the Dacorum Borough Local Plan and the Hemel Hempstead Civic Zone Development Brief SPD as the starting point for providing guidance on the future redevelopment of the Gade Zone. It is informed by current evidence and emerging policy and in that sense it both reflects and updates the advice contained within the Civic Zone SPD. The document has been both informed by, and subject to, extensive consultation. Cabinet are recommended to approve the statement. The full document is attached as Appendix 1. The context and opportunities map is set out below.



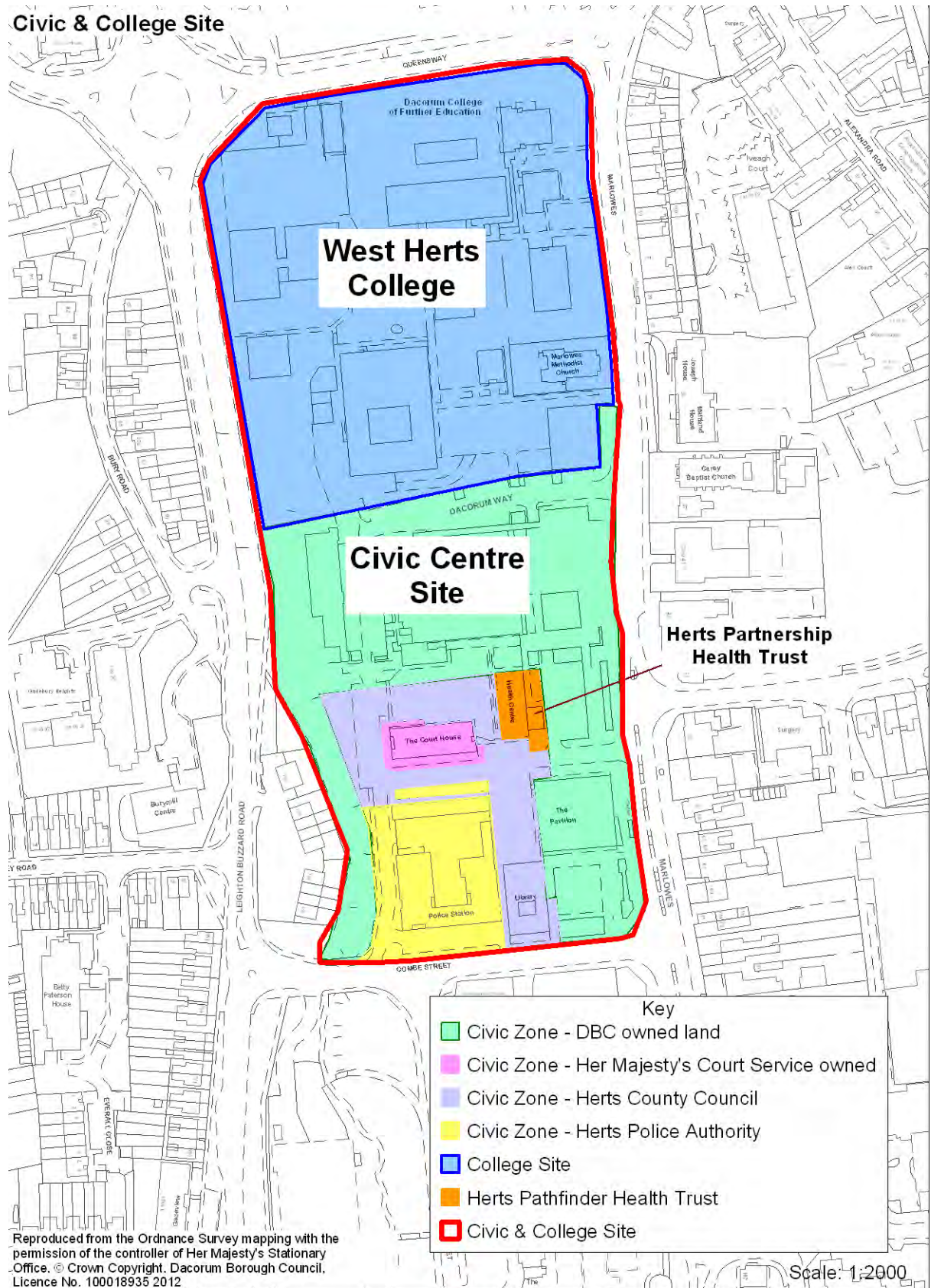
2.3 The Gade Zone planning statement does not address development issues in the Water Gardens. This will be dealt with through the Jellicoe Water Gardens Zone section of the Masterplan. Feasibility work by the Council's consultants Allies and Morrison Urban Practitioners has examined the potential for locating a new PSQ there as an option for consideration, which sets the tone for development in this area.

### **3. Delivering Development in the Gade Zone - the opportunity and challenge**

- 3.1 By working in partnership with the College and Morrisons there is a real opportunity to redevelop the **whole** of that part of the Gade Zone between Queensway and Combe Street and, broadly, to the same timescales agreed by Cabinet in November. This maintains focus on the Council's priority of securing a comprehensive regeneration solution for this whole area that offers both improved civic facilities for the public and maximises regeneration benefits for the northern end of the town centre. This could see a new food store, a new college and the Public Service Quarter up and running by late 2015/early 2016 together with the regeneration of those parcels of land not required for the three main structures. The map below sets out the land ownerships related to the overall site.



**Civic & College Site**



3.2 In order to achieve the objectives of all parties within the overall site it has proved necessary to consider some changes to the original proposals in order to be capable of delivery in terms of affordability and logistics.

#### **4. Approach to collaboration**

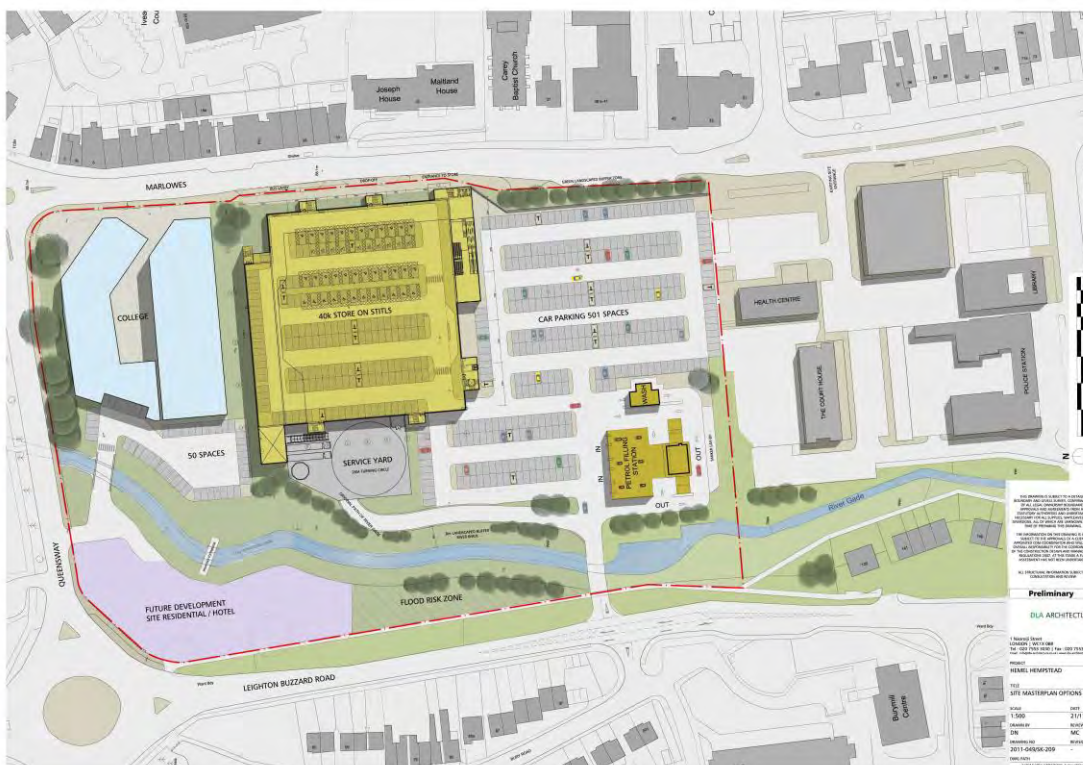
4.1 There is a clear need to achieve an agreement involving all parties on how to take the collaboration forward. This is being done on an agreed basis of openness and sharing of information. The proposals set out below, it is recommended, will be formally agreed through Heads of Terms, the full details of which are set out in the confidential part of this meeting's agenda.

#### **5. The revised proposals and impact on agreed plans**

5.1 The proposals consist of five parts:

- The disposal of the Civic Centre site to the College in order that the college can complete land assembly to deliver the development of both a new College building and a new food store
- The subsequent disposal of the Civic Centre site and parts of the College site, by the College, to Morrisons
- The development, by Morrisons, of a new 76,500 ft<sup>2</sup> (gross)/40,000ft<sup>2</sup> sales area food store with around 536 parking spaces and a petrol filling station on the Civic Centre and College sites
- The development, by the College of a new college building of approximately 80,000ft<sup>2</sup> on the northern (Old Town) end of its site
- The separate development by the Council of the new Public Service Quarter on the Marlowes/Library site or at the Water Gardens north car park site (see section 9 below).

5.2 The above may be subject to some change in order that each proposal is capable of securing a development that is in accordance with the Council's planning policies, but it is confidently felt that given the scope within the whole site that this can be done. The indicative plan of proposals, for the element relating to the College and Morrisons, is set out on the plan below, though it is important to stress that these are not the final proposals.



- 5.3 The proposals cause a major revision to all parties' initial financial assumptions, approach to procurement and to the scheduling within the programme agreed by Cabinet in November.
- 5.4 In order to achieve the timeframes for all three organisations both the College and the Council would have to decant temporarily (estimated at this point for around two years) to allow construction to proceed. For the Council this brings in additional considerations which did not apply in the original proposal (these are set out in the confidential part of this report as they have formed part of the negotiation matters).
- 5.5 Although the logistics of the project change dramatically the timetable need not. Set out below is the revised indicative timetable.

Phase	Timeline	Action	Key dates
Option Appraisal	November 2011	Report to Cabinet. Agreement of project principles and timetable	Achieved
Option and delivery choice	December 2011 – June/July 2012	Preparation of revised project plan to take account of college proposals. Agreement of Heads of Terms. Checking of all project assumptions, clarify partner involvement,	April 2012 Cabinet May 2012 Council June/July 2012 Cabinet

		<b>choose location for PSQ and delivery route.</b>	
<b>Procurement of the Public Service Quarter development</b>	<b>July 2012 – May 2013</b>	<b>Production of specification, OJEU procurement process, selection of preferred partner and enter into contract. Note that timetable assumes developer rather than contractor partner route chosen. If a more complex procurement process is required this element of the programme may increase.</b>	<b>Morrisons planning application Oct 2012. College planning application Oct 2012. Conclusion of the planning process Mar 2013.</b>
<b>Delivery</b>	<b>June 2013 – Jan 2016 (May 2016 if developer partner route)</b>	<b>PSQ Planning application/approval. Works and occupation.</b>	<b>Requirement to decant Mar 2014. Occupation of PSQ Mar2016</b>

## 6. Heads of Terms

6.1 Cabinet is asked to recommend to full Council the agreement of the proposed Heads of Terms (between the College and the Council) which are set out in the confidential part of this meeting's agenda. It is possible to detail all but the financial consideration in this part. This is set out, with commentary, in the Table below.

<b>The offer [of the payment for the Council's land] is subject to:</b>	<b>Commentary</b>
Contract	This is a standard requirement in all such agreements
The transfer of an unencumbered freehold interest and telecommunication mast interests	There are leases in respect of the pumping station and electricity substation along Dacorum Way, which will still exist at the time of transfer. The County Council's lease on the Civic Centre will need to be surrendered prior to transfer
The approval of the West Herts College Board of Governors	It is understood that this is already agreed in principle
The College receiving the Skills Funding Agency approval to the land acquisition and development of	The Skills Funding Agency is already aware of the proposals and is supportive. Change to legislation

a new college	renders their approval not essential to proceed.
Receipt of satisfactory topographic and ground condition surveys	This is a standard requirement, for the College to organise
The grant of an implementable planning consent on the land [set out on the plan] for the following development: <ul style="list-style-type: none"> <li>• A new college and associated car parking spaces to a reasonable standard that remains to be agreed</li> <li>• A food store of 76,500ft<sup>2</sup> gross including a sales area of 40,000ft<sup>2</sup> with parking for 536 cars and a petrol filling station with 6 pump islands</li> </ul>	This is a standard contractual requirement as most land sales are dependent on planning consent. This is the area where most work has taken place. Given that the developing Town Centre Masterplan supports the development of both of these in the Gade Zone (albeit with the supermarket ideally located further to the south) there is no fundamental impediment to this condition. The agreement of the Heads of Terms does not have any impact on the Council in its role as local planning authority as the processes are totally separate.
The Council reporting this [the offer] to the Council's Cabinet in April and full Council in May for authority to proceed with the disposal of the land outlined [the Civic Centre site]	Achieved
The College will pay the Council [amount set out in the confidential part of the agenda on the grounds of commercial sensitivity] for the freehold interest in the site outlined [on the plan] on completion of the transfer	Whilst the final property transaction between the College and Council has not yet been concluded, at this stage, DTZ considers that the offer from the College to the Council has the potential to meet the Council's statutory requirement to achieve the 'best consideration reasonably obtainable' for the Council, within the specific context of the proposed transaction with the College, and Morrisons – and the Council's own desire to progress the proposal and allows the Council to deliver the proposals for the Public Service Quarter.
Each party to be responsible for their own legal and any other costs incurred in the transaction	Standard requirement

## 7. Assessing the proposals against policy

7.1 It is appropriate for the Council to consider the merits of the proposed development to assess if there is a reasonable chance of the development achieving a satisfactory planning permission. The purpose of this part of the report is to consider the broad principles of the development against planning policy. It is not intended to be a full

planning analysis of the proposals which will be assessed by the Local Planning Authority (LPA) once a planning application is submitted and does not in any way fetter the discretion of the LPA to determine such application.

- 7.2 Officers from the Planning service have conducted preliminary meetings with Morrisons and the College to address the planning aspects of the scheme. These discussions have, rightly, been based primarily on the adopted policy position which at the current time is the adopted Dacorum Borough Local Plan 2004 and the Civic Zone Supplementary Planning Document (SPD) 2005. Both of these, whilst not being prescriptive, are broadly supportive of the approach being taken. In particular, the SPD, as the more detailed statement of policy, seeks a comprehensive approach to the regeneration of the area and seeks to turn away proposals that would result in piecemeal development. The draft Planning Statement for the Gade Zone has also been taken into consideration.
- 7.3 Whereas the proposals from Morrisons and the College do not cover the entire „civic zone’ (i.e. all land between Combe Street and Queensway, bounded by Leighton Buzzard Road and Marlowes), they cover the majority of the area, and then leave a clear, regularly shaped block of land to the south of the Civic Centre (Marlowes Health Centre, Court House, former Pavilion site, Library and Police Station) available for complementary future development. Taken together, these two developments could form an overall comprehensive regeneration solution for the whole site. On this basis it is considered that the Morrisons/College proposals are consistent with adopted policy.
- 7.4 The Planning service’s discussions with Morrisons and the College have focussed heavily on the emerging policy position as the most up to date thinking. On this, the Town Centre Masterplan is still in the process of completion, though should be adopted in time for the required planning applications to be properly dealt with. The principle of locating a food store, college and PSQ within the overall site is consistent to the work and consultation done so far. Consultation with stakeholders through the town centre masterplan workshop held in January 2012 indicated a preference for a food store (as opposed to one selling a wide range of other goods), a „medium’ sized store in respect of sales space (i.e.40-45,000ft<sup>2</sup>) and that, ideally, it should be towards the south of the site.
- 7.5 Initial plans for the layout of the land covered by the College and the Civic Centre continue to be worked on by Morrisons, to include the food store/petrol filling station and new college facilities. In accordance with emerging policy, the developers have been advised of a range of considerations including the need for strong, active frontages to Marlowes and Queensway, landmark buildings and features on the corners of Marlowes/Queensway and Queensway/Leighton Buzzard Road.
- 7.6 The creation of a Riverside walk along the line of the River Gade, and pedestrian/cycle connections through the site and to the wider town

centre, Old Town and Gadebridge Park are key, as is addressing safety and security considerations in relation to the petrol filling station.

- 7.7 Constraints on the site include access and to date a new dedicated junction to serve the development from Leighton Buzzard Road is being discussed, albeit that the approval of HCC as highway authority will be required. The issue of groundwater protection over much of the site has to be addressed by the developers with the Environment Agency. Part of the site falls within the high flood risk area, but this is limited and should be capable of building around with mitigation measures as appropriate.

## **8. Financial and Procurement Issues**

- 8.1 The full financial implications are dealt with in the confidential report to this agenda on the grounds of commercial confidentiality. The key principles of value for money, decant, partner occupation, capital funding and procurement are set out below.

### **8.2 Value for money**

- 8.2.1 Most of the financial and value for money issues are unchanged from the Cabinet report in November: the regeneration and PSQ development were always part of a process which involved the disposal of the Civic Centre site and subsequent procurement of a development partner or for the PSQ construction alone. The key differences are the nature of the disposal and the requirement to decant.
- 8.2.2 The Council is required to ensure the terms of disposal of the Civic Centre site meets „best consideration’ and is therefore good value for money. The Council’s specialist consultants, DTZ, have considered all of the details of the proposal and have confirmed that, whilst the final property transaction between the College and Council has not yet been concluded, at this stage, the offer from the College to the Council has the potential to meet the Council’s statutory requirement to achieve the „best consideration reasonably obtainable’ for the Council, within the specific context of the proposed transaction with the College, and Morrisons – and the Council’s own desire to progress the proposal . Counsel’s opinion has been received on the Council’s duty to obtain the best consideration that can reasonable be obtained. Counsel has provided guidance on how an independent valuation report should be structured in a way which best demonstrates that the Council has fulfilled its duty to obtain best consideration. In light of Counsel’s opinion, officers are currently reviewing with DTZ the structure of their draft valuation advice. Further details are included in Part 2 of this report.

### **8.3 Impact of decant**

8.3.1 The revised proposal will require the Council to vacate the Civic Centre site not later than twelve months of planning permission being given for the new College and Food Store for a period of two years. It is felt that the space requirement for Council decant can be met within 30,000ft<sup>2</sup> net plus meeting space for Council and Committees (given that it is a temporary measure only), although this will require progress to have been made on flexible and remote working and may still require some extra space to be taken. Maximum use will be made of 41 The Marlowes (22,000ft<sup>2</sup> net) and the Magistrates Court (c.11,500ft<sup>2</sup>). Contingency provision of a further 10,000ft<sup>2</sup> has also been factored in. The impact of decant is set out in more detail in part 2 of this report but the financial impact is shown to be affordable.

#### **8.4 Principles of partner occupation for the new PSQ**

8.4.1 A key aim of the PSQ is to ensure that a range of public and voluntary sector bodies are using it and that it becomes an accessible community facility. The principles of partner occupation – and financial contribution - will need to encompass the following considerations:

- The level of direct capital contribution that partners may choose to make into the cost of construction. This can take the form of the value of the land if any forms part of the PSQ or an actual payment. An assessment would need to set out what extent this value covered the costs of construction. If less, then some rental or capital payment should apply.
- If no capital contribution was paid then a rental, at or close to market rates would be agreed (though this would not apply to the voluntary sector where arrangements would reflect their non commercial financial position).
- All occupants will be expected to pay their share of NNDR and occupancy costs, e.g. insurance, service charges etc.

8.4.2 This may pose a challenge to potential occupants. Currently they occupy buildings that they own and therefore pay no rental costs. At the same time, however, these buildings are dated, in need of substantial long term investment, resource and energy inefficient and quite clearly require replacement. Partners will need to take a long term and broad view of the advantages of locating in the PSQ. With the exception of the voluntary sector, the principle must be that partners pay the full economic cost of occupation.

8.4.3 Detailed discussions are already underway with partners on the basis described above.

#### **8.5 Capital funding for PSQ**

8.5.1 As indicated to Cabinet in November it was likely that there would be a capital shortfall even after capital receipts were taken into account. This continues to be the case. The actual level of shortfall is impacted by further factors which are still to be agreed with partners:



- The final space requirements that partners require and the impact on the overall build and fit out costs
- The degree to which partners opt to contribute to the development costs and the lease terms and rental charges which would apply (the logic being that the greater the capital contribution the lower the rental charge)
- Apportionment of costs (for example for shared areas of the building) between partners.

8.5.2 As set out in the November 2011 Cabinet report, the estimates for build and fit out of a 5000m<sup>2</sup> PSQ (i.e. including 800m<sup>2</sup> for the Library and 300m<sup>2</sup> for the voluntary sector) are around £10M. Broadly, each additional 1000m<sup>2</sup> will add £2M to costs. Whilst negotiations with partners are still underway it is important that an assessment of overall costs can be made, and this requires an assumption of the amount of space to be allocated. The expected position is:

- 4000m<sup>2</sup> for the Council
- 300m<sup>2</sup> for the Voluntary Sector
- 200m<sup>2</sup> for the Police (Inquiry point and Safe Neighbourhood Team)
- 1000m<sup>2</sup> for the Library and Registry Office (though we are aware that ideally a library of 1400m<sup>2</sup> is desired)
- 750m<sup>2</sup> for the Hertfordshire Partnership Health Trust

This indicates a building of around 6250m<sup>2</sup>. For the purposes of project and financial planning an indicative estimated build cost would be £12.5M.

There will, inevitably, be some changes but all the details will be worked up as part of the final specification process and preparation for procurement and will come back to Cabinet for approval in due course.

8.5.3 The funding sources available for the project are as follows:

- Receipt from the College for land purchase from the Council (payable on vacant possession)
- Capital contributions from partners
- Use of existing capital resources
- Generation of additional capital resources through disposals
- Prudential borrowing (predicated on the efficiency savings in operational costs of the new PSQ compared with existing costs and the rental contribution by partners)

8.5.4 As key aspects of the above funding sources are commercially sensitive or still under negotiation at this point the extent of resources under each heading is dealt with in Part 2 of this agenda. Whilst the final details are not yet fully known officers are confident that sufficient resources will be available to be committed to the project (without any major impact on the Council's priorities and commitments) and it is recommended that provision is made in the capital programme for 2014/15 and 2015/16. Full details are in Part 2 of this report.

## 8.6 Procurement matters

### 8.6.1 PSQ

The construction and fit out of the PSQ, whether as a construction project only or as part of a development partner agreement, remain unchanged from the position reported to Cabinet in November 2011. There should be no fundamental procurement impact of the changed proposals on this element of the overall scheme. The changed nature of the proposal may mean going out to different interests in the market (contractors rather than developers) which may slightly reduce timescales if a construction project is being procured rather than a development solution.

*DTZ's view is as follows:*

*“Given that the Civic Centre site/College site will now be coming forward as a separate regeneration project (albeit planned to ensure that a comprehensive overall regeneration of the Gade Zone is achieved) the PSQ regeneration project will be focused upon a smaller portion of the overall Gade Zone. However, procurement considerations will remain similar to those set out in the report to Cabinet on 16/11/2011, namely that the Council will be procuring the delivery of a new PSQ (in conjunction with those other parts of the Civic Block that partner organisations are prepared to include), with the flexibility to include the redevelopment of other town centre regeneration opportunity sites within the same procurement process being assessed through a soft market testing process. Subject to the outcome of this market testing exercise the Council will then be advised as to the most appropriate delivery route to follow ie. Self Delivery (via a Contractor Partner) or Developer Delivery (via an appointed Developer Partner)”*

### 8.6.2 Land disposal

On the face of it the proposal is straightforward. The College will be purchasing land from the Council. As this would not be an open market sale it is necessary to provide assurance that the deal is good value for money and meets „best consideration’. We are being advised in this matter by our specialist consultants DTZ and this is detailed in Part 2 of this agenda

It is clear, however, that the delivery of the scheme is in practice more complicated than a simple land transaction. It is the development of the supermarket that drives the whole project from the College’s point of view and the Council needs to be sure that it is safe from any challenge that it has acted in an uncompetitive way in facilitating the deal.

Counsel's advice is that that the proposals do not fall under the Public Contracts Regulations 2006 and is a straightforward land disposal. This concurs with the advice of the Council's Solicitor and Monitoring Officer and Counsel's opinion. The procurement risk around the College's contractual agreement with Morrisons is borne by the College though it is proposed to include a condition in the contract that they too confirm that they have taken legal and professional advice that their arrangements do not trigger the Public Contracts Regulations 2006 arrangements.

## 9. Location of the Public Service Quarter (PSQ)

9.1 In order to arrive at a preferred strategy for the PSQ, a thorough VFM option appraisal was undertaken by DTZ that considered the financial and qualitative implications of a range of scenarios and options. This was reported in November. In overall value for money terms the analysis showed that, on the basis of a range of assumptions, the two Town Centre locations scored above all others with the Marlowes/Library site scoring marginally higher than the Water Gardens. It was agreed that a principle of a PSQ development in these two locations would be investigated further with a decision in early 2012. The relative merits were set out as and these are reproduced at Appendix 2.

9.2 In order to assist Cabinet to make a final choice it is suggested – given that the advantages and disadvantages of each are very finely balanced - that the final deciding factor should be on deliverability, which, given that the proposed revisions to the project include two additional partners and more demanding time constraints, has grown in relative importance. The Table below sets out the relative issues around deliverability:

Factor	Marlowes/Library	Water Gardens Car Park
Site issues	The site is relatively straightforward, with 60% plus already vacant. It does have a slope which would have to be accommodated though this allows the potential of undercroft car parking.	The site is currently a decked car park which will require partial demolition and re-modelling before work can commence. In addition to the long term loss of c.200 car parking spaces the temporary closure of part or all of the car park would be required. It is a relatively narrow site constraining design flexibility. Proximity to the Water Gardens would pose some complications on construction.
Planning issues	Relatively straightforward. The site has relatively few constraints and favours a landmark building. Development up to four storeys likely to be acceptable	Potentially time consuming largely due to its proximity to the Water Gardens which now have registered garden status. This is likely to produce some opposition to development in

		principle from some groups and will restrict the height to a maximum of three storeys. Providing improved access across the Water Gardens could be problematic. Locationally however the new PSQ would provide a focal point for activity and interest in the town centre and could improve the use and appearance of the Water Gardens . as well as contributing to the regeneration of Market Square.
Land assembly	Requires the agreement of HCC for use of the Library part of the site and for their temporary decant. Indications are, however, that HCC are very willing to collaborate.	Straightforward as all in DBC ownership. The demolition and making good of the car park is required before any works can start.
Speed	Completion by Jan/Mar 2016 feasible.	Completion by Mar 2017 feasible providing there is no serious planning challenge
Cost	The slope of the site adds some additional cost. Estimated cost of 5000m2 at £10M. Larger building of 6250m2 would add c. £2M.	The demolition of part of the car park and additional design requirements will add cost. 5000m2 at £11-12.5M . This may be offset by the added value that could be realised by a commercial land sale/development on the Pavilion site if it is not used for the PSQ. Larger building of 6250m2 would add c. £2M.
Overall	The report to November Cabinet identified this site as scoring best on the value for money assessment. It carries less risk than the Water Gardens and is likely to be quicker and cheaper. The downside is that its regeneration potential is less than the Water Gardens.	The report to November Cabinet identified this site as scoring a close second to the Marlowes/Library site in the value for money assessment. It is more risky, time consuming and expensive. The time element is crucial in that it adds to the cost and duration of the decant. The strength of the site is that it offers very strong regeneration potential.

9.3 It seems clear that in deliverability terms the Marlowes/Library site is likely to be more straightforward and, probably, quicker. Although the Water Gardens has been identified in the policy statement and a

potential site for „Community/Leisure’ purposes these may prove more time consuming to deliver given the sensitivity of the site.

- 9.4 Cabinet is requested to make a clear decision on which of the two to locate the PSQ on. It is recommended that the Cabinet also agree that should the favoured option not prove deliverable, that the default position is that the project is delivered on the second preference.
- 9.5 Whichever option is chosen it will be essential that consideration is given to the potential of including other Council owned sites, such as the option not selected and Market Square, as part of the delivery and procurement considerations.

## **10. Hemel Evolution Exhibitions and Consultation**

- 10.1 Consultation exhibitions are being planned for May 3<sup>rd</sup> and 5<sup>th</sup> to promote key proposals set out within the Hemel Evolution leaflet.
- 10.2 The consultation and exhibition will include proposal updates for each of the seven Character Zones that make up the Town Centre and a consultation questionnaire targeting the Old Town, the Water Gardens and heritage in the town centre. The consultation period for this will run from **30<sup>th</sup> April to 25<sup>th</sup> May.**
- 10.3 Key updates will cover works and proposals for the Old Town Hall, information on land uses in the Gade Zone (hopefully with a decision on the location of the PSQ), restoration proposals for the Water Gardens to support the Heritage Lottery Fund Bid and there will be some information relating to the Portas Pilot bid that has just been submitted. There will also be celebrations to commemorate the 50<sup>th</sup> anniversary of the Water Gardens.
- 10.4 With regard to the consultation exercise, the questionnaire will focus on the Old Town highway and public realm improvements, the Conservation Area Appraisal (subject to Members’ decisions), the need for a friends group to support the Heritage Lottery Fund Bids for the Water Gardens and potentially the Old Town, and questions relating to the town centre Heritage Improvement Strategy work.

## Glossary

<b>Abbreviation</b>	<b>In full/explanation</b>
<b>PSQ</b>	Public Service Quarter
<b>HCC</b>	Herts County Council
<b>HPHT</b>	Herts Partnership Health Trust
<b>WHC</b>	West Herts College
<b>Morrisons</b>	Wm Morrison PLC
<b>DPD</b>	Development Plan Document
<b>SPD</b>	Supplementary Planning Document
<b>OJEU</b>	Office Journal of the European Community – sets out procurement requirements
<b>LPA</b>	Local Planning Authority
<b>DTZ</b>	Consultants acting for the Council
<b>Capex</b>	Capital Expenditure

**Appendix One: Gade Zone Planning Statement**



**Draft GADE ZONE  
Planning Statement**

**April 2012**

## **Contents**

- 1. Background**
- 2. Purpose of Planning Statement**
- 3. Status of the Planning Statement**
- 4. The Site**
- 5. Planning Policy Context**
- 6. The Vision**
- 7. Planning and Regeneration Objectives**
- 8. Development Guidelines**
- 9. Urban Design Principles**
- 10. Developer Contributions**

## **Figures**

**Figure 1: Hemel Hempstead Town Centre Masterplan Area Diagram**

**Figure 2: Gade Zone Context & Opportunities Map**

**Figure 3: Gade Zone Constraints Map**

## **Annexes**

**Annex 1 Detailed Planning Policy Context**

**Annex 2 Relevant Local Plan policies**

**Annex 3 Relevant Core Strategy policies**



## **1. Background**

1.1 Dacorum Borough Council is seeking to extensively regenerate Hemel Hempstead town centre. The regeneration of the town centre has been identified as one of six key challenges in Dacorum's Local Planning Framework Pre-Submission Core Strategy and the Council is currently working towards the delivery of a Hemel Hempstead Town Centre Masterplan. The Masterplan, which will guide regeneration in different parts of the town centre, is scheduled to be adopted as a supplementary planning document in November 2012.

1.2 The Hemel Hempstead Town Centre Masterplan Area Diagram (Figure 1) maps out seven Town Centre Character Zones. The Gade Zone, which includes the north western section of the town centre from Queensway to the Market Square, holds significant regeneration opportunities for educational, civic, residential, retail, restaurant and community uses. It represents the focus for town centre regeneration plans over the next ten years.

1.3 The regeneration plans for the Gade Zone have been disrupted in recent years owing to the collapse of the Waterhouse Square Project in early 2010 and the weak state of the national economy. However there is now renewed activity in this area. Major public sector services within the Gade Zone including the library, the police service, the court service, the Borough Council and the college are working towards the redevelopment of much of the site.

1.4 Planning guidance for the Gade Zone is set out in Hemel Hempstead Civic Zone Development Brief Supplementary Planning Document (adopted November 2005). This document reinforces the policy context provided by the Dacorum Borough Local Plan 1991-2011 (adopted April 2004). However it is felt necessary to update this guidance in light of the emerging submission Core Strategy and the draft Hemel Hempstead Town Centre Masterplan together with renewed focus on regenerating the area.

## **2. Purpose of the Planning Statement**

2.1 This Planning Statement has been prepared by Dacorum Borough Council to provide guidance on the broad policy, development and design framework for the Gade Zone in Hemel Hempstead town centre. It takes account of existing and emerging planning policy and will help inform and guide prospective developers on the potential opportunity to comprehensively redevelop this area of the town centre.

2.2 The Gade Zone is expected to be the first town centre zone to come forward for redevelopment therefore it is critical that its sets the appropriate tone for delivery and quality of design.

## **3. Status of the Planning Statement**

3.1 Whilst this Planning Statement is neither a development plan document (DPD) or a supplementary planning document (SPD), it should be given material consideration in the determination of planning applications for the Gade Zone. It takes the principles set out in the Dacorum Borough Local Plan and the Hemel Hempstead Civic Zone Development Brief SPD as the starting point for providing guidance on the future redevelopment of the Gade Zone. It is informed by current evidence and emerging policy and in that sense it both reflects and updates the advice contained within the Civic Zone SPD.

3.2 The policy context of this planning statement is addressed in section 5: Planning Policy Context and Annex 1.

3.3 The document has been both informed by, and subject to, extensive consultation.

3.4 In January 2011, Inspire East facilitated a participatory workshop event entitled "Hemel Hempstead Masterplan Charette". This brought together Dacorum Borough Council Officers, Councillors, County Council Officers, landowners and business representatives, plus a host of other stakeholders in a broad level discussion of the town centre, including its strengths and opportunities for future. A follow up stakeholder event was held in January 2012 to further support the preparation of the Hemel Hempstead Town Centre Masterplan. This brought together the same mix of stakeholders in a more focused discussion about major land uses and access and movement in the town centre.

3.5 The Gade Zone Planning statement has been prepared against the background of the emerging Masterplan and all that which has informed it. The draft of this document has also been extensively consulted on. A draft version of the document was circulated to the following:

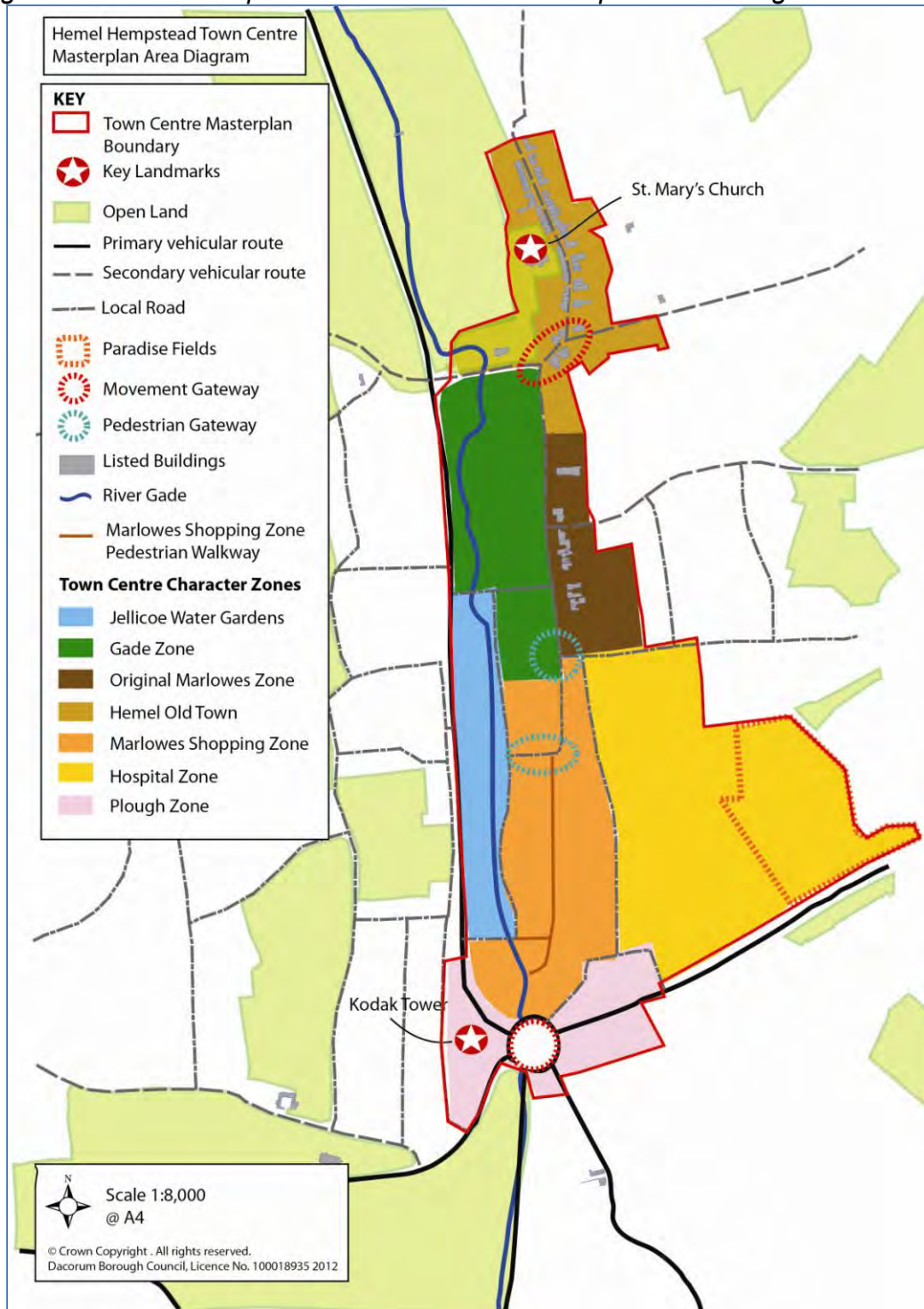
- The Borough Council's Development Management Team
- The Borough Council's Trees and Woodlands team
- The Borough Council's Design and Conservation team
- The Borough Council's Building Services team
- The Environment Agency
- Hertfordshire Highways
- English Heritage
- UK Power Networks
- Veolia
- Thames Water

3.6 With the exception of English Heritage, who declined to comment on the document, consultation responses were received from all of the above. These have been considered and the draft document adjusted or supplemented where appropriate.

#### **4. The Site**

4.1 The Gade Zone is shown in Figure 1 (below) and totals approximately 7.5 hectares (18.5 acres). The area represents a valuable and unique opportunity to create a high-quality mixed use development and set in motion the wider regeneration of Hemel Hempstead town centre.

Figure 1: Hemel Hempstead Town Centre Masterplan Area Diagram



## 5. Planning Policy Context

5.1 The policy context for the site is set by national and regional policy guidance, the Dacorum Borough Local Plan, associated supplementary

planning documents, and emerging policy. A detailed assessment of all applicable policies is provided in Annex 1. This section offers a synopsis of the policies that are most relevant to the Gade Zone.

## **Local Policy Context**

### (a) Existing policy

#### *Dacorum Borough Local Plan*

5.2 The Dacorum Borough Local Plan (adopted 21 April 2004) is the statutory Local Plan covering the whole of the Dacorum Borough. It forms the basis for decisions on land use on the site.

5.3 Hemel Hempstead town centre is designated in Policy 39. The Gade Zone falls wholly within the town centre area (see Local Plan Proposals Map sheet 4). In town centres a mix of uses is sought.

5.4 The Local Plan includes a strategy for Hemel Hempstead Town Centre (including the Old Town Centre). The strategy sets out overarching guidance and establishes a vision for the town centre. A series of town centre zones are identified.

5.5 Key Local Plan policies are addressed in detail in Annex 1.

#### *Civic Zone Development Brief SPD*

5.6 The Civic Zone Development Brief SPD (adopted in November 2005) supplements the Hemel Hempstead Town Centre Strategy contained within the Dacorum Borough Local Plan. Excluding the land between Bridge Street and the Market Square, the development brief covers the same area as the Gade Zone.

5.7 Key objectives for the Development Brief Area are set out on page 4 and include the need to:

- Be planned and developed as a comprehensive scheme
- Contribute towards the overall achievement of the town centre's regeneration and enhancement
- Be developed to its optimum potential

5.8 The development guidelines provide a framework of how the Council will aim to focus the future development within the Development Brief Area. The northern and central areas of the Gade Zone are identified for predominantly residential development. Mixed uses are encouraged in the southern area.

5.9 The adopted SPD is a material consideration in the preparation of the Town Centre Masterplan and the determination of planning applications for the site. Although adopted in 2005, the principles it contains still reflect the Council's intentions for the area.

### (b) Emerging policy

### *Pre-Submission Core Strategy*

5.10 The Council is currently preparing a new Local Planning Framework for Dacorum Borough. This will replace the existing Local Plan which was adopted in 2004. The Core Strategy is the central document in the Local Planning Framework. It is hoped that the final Core Strategy will be adopted by the Council in late 2012/early 2013. However, a significant number of the policies contained within it already hold weight as material planning considerations.

5.11 The Core Strategy sets out overarching guidance for the town centre in much the same way as the Hemel Hempstead Town Centre Strategy within the Local Plan. The local objectives for the town centre are to deliver around 1800 homes, a local general hospital, a primary school, a new library and college, new civic and cultural facilities, a supermarket and other shops, a bus interchange and a better footpath network.

5.12 The Core Strategy identifies seven Character Zones (of which the Gade Zone is one) to guide regeneration in different parts of the town centre. The Town Centre Masterplan will provide further guidance and detail, particularly on the areas of greatest change and activity.

5.13 Policy CS33: Hemel Hempstead Town Centre sets out the guiding principles for development in the town centre. These are addressed in Section 7: Planning and Regeneration Objectives.

5.14 Key pre-submission Core Strategy policies are addressed in detail in Annex 1.

### *Hemel Hempstead Town Centre Masterplan and associated Cabinet Reports*

5.15 The Council's Cabinet has agreed to proceed with a strategy of incremental regeneration based on a comprehensive Masterplan for the town centre. A focus on three town centre sites in the following priority was agreed:

1. Civic Block – with an investigation of viability for new civic hub uses, foodstore and residential development
2. Market Square/Water Gardens – to examine development opportunities for civic hub, foodstore and leisure uses
3. Paradise/Hospital Zone – highlighting future opportunities for this part of the town centre for new local general hospital facilities, housing, primary school and other mixed uses

5.16 The purpose of the Masterplan is to provide a long-term vision for the future of the town centre, focusing on the need for regeneration and building upon the framework of the seven character zones set out in the Core Strategy. Once adopted, the Masterplan will provide strategic guidance for new investment and development in the town centre. Work is currently underway on the Masterplan and it is scheduled to be completed in November 2012 subject to approval by Full Council.

5.17 On 29 November 2011 Cabinet endorsed the first phase of major regeneration proposals for Hemel Hempstead town centre. Thirteen recommendations were approved in total. Further information on these proposals is provided in Annex 1.

(c) Technical work

5.18 Two key studies have been commissioned to help develop the Masterplan. These are the Access and Movement Study (JMP Consultants) and the Major Land Use Study (Allies and Morrison Urban Practitioners). Other work has also been commissioned to help understand the historic significance of the Water Gardens, to help identify the new location for the Public Service Quarter and to analyse the viability and phasing of the key proposals.

5.19 Improvement Strategies for each of the town centre character zones are being developed and will sit underneath the Masterplan providing greater detail in relation to future development. To date only the Marlowes Shopping Zone Improvement Strategy has been completed (JMP Consultants). A Heritage Improvement Strategy will be produced alongside the Old Town Improvement Strategy to address the heritage assets of the old town centre and the new town centre together.

5.20 A level 2 strategic flood risk assessment for Berkhamsted and Hemel Hempstead was published in June 2008 as part of the evidence base for the Core Strategy. This identified areas of the Gade Zone as being within flood zones 3a and 3b. Further information is provided in Annex 1.

## 6. The Vision

6.1 The vision for Hemel Hempstead town centre is set out in the Core Strategy. However a more succinct version is contained with the Hemel Evolution brochure as follows:

**In 2031 Hemel Hempstead town centre will be an appealing, attractive and sustainable destination with a thriving economic centre and a high quality environment. The regeneration and evolution of the town centre will emphasise the natural and cultural assets of the town and celebrate its New Town history and rich heritage.**

**Hemel Hempstead town centre will evolve into a vibrant place where people want to shop, work, live, learn and visit.**

6.2 The regeneration of the Gade Zone will make a significant contribution towards the achievement of this vision.

## 7. Planning and Regeneration Objectives

7.1 The objectives set out below are aligned with the Borough wide objectives set out in the Local Plan and Chapter 6 of the Pre-Submission Core Strategy. They also reflect and update advice provided in the Hemel Hempstead Civic Zone Development Brief SPD and other relevant planning policies.

7.2 The Gade Zone is a highly accessible and sustainable town centre site. A comprehensive approach to redevelopment should contribute fully to the regeneration of the town centre and should maximise the potential of this key town centre site. In order for this to be achieved, new development will be encouraged to comply with the following strategic town centre objectives set out in the masterplan<sup>1</sup>:

### Strategic Town Centre Objectives

#### *In terms of land use:*

- To deliver an appropriate mix of uses;
- To enable a distribution of uses that secures the greatest benefit to the town centre as a whole;
- To encourage new development that will promote linked trips with the shopping core and improve the vitality of the northern part of the town centre;
- To deliver a significant level of residential development, including an appropriate level of affordable homes, to support the vitality and viability of the town centre and the Old Town shopping area (residential development to be part of mixed use schemes where appropriate);

#### *In terms of access and movement:*

- To create a more cohesive form of development which promotes sustainable methods of transport and strengthens links to and between key facilities (bus and railway stations, the hospital, the town centre and main employers)
- To create new north-south and east-west connections within the town centre;
- To incorporate sufficient and appropriate access, servicing and car parking;
- To improve traffic circulation and optimise town centre functionality;

#### *In terms of design:*

- To encourage the highest quality, legible development with cohesive and effective urban design, and appropriate co-ordinated materials and street furniture;
- To enhance and maximise well-designed, high quality public space; and
- To create a safe and pleasant environment in which to live, work and visit, where all uses contribute towards public safety, community cohesion and security.

<sup>1</sup> Hemel Hempstead Town Centre Masterplan – supporting technical work, the emerging draft and the final masterplan once adopted

7.3 New development is also encouraged to comply with more specific objectives relating to the Gade Zone. These are as follows:

**Gade Zone Objectives**

*In terms of land use:*

- To secure residential use in the northern area of the Gade Zone to help strengthen the retail function of the Old Town;
- To introduce a new supermarket in the central area of the Gade Zone to attract movement and footfall from the main town centre shopping area thereby increasing vitality in the northern part of the town centre;
- To encourage a leisure & evening economy in the southern area of the Gade Zone to help revitalise the Water Gardens;
- To retain/re-use buildings of character and historic importance
- To increase activity in and around the public square and promote uses which support the evening economy in that location;

*In terms of access and movement:*

- To improve linkages and pedestrian/cycle movement into, through and around the town centre;
- To relocate bus services to create a central bus interchange in order to promote sustainable transport
- To create a continuous riverside walk and cycle way from the Water Gardens to Gadebridge Park providing improved north-south connectivity;
- To create new and enhanced east-west pedestrian and vehicular connections;
- To provide key pedestrian and cycle crossings across Leighton Buzzard Road and Queensway improving linkages with the wider town;
- To promote safe highway conditions within and around the site;

*In terms of design:*

- To encourage sympathetic landmark buildings at gateway locations;
- To respect the character, setting and built form of the Old Town; and
- To respect the New Town heritage and other heritage features including the Bury, the Carey Baptist Church, the listed villas on the Marlowes and the Water Gardens.
- To respect and positively respond to natural features including the River Gade and Gadebridge Park



## 8. Development Guidelines

8.1 This section sets out the broad development principles that the Council will take into account when considering planning applications in the Gade Zone. It provides guidance which the Council considers to be appropriate for the Gade Zone. Development proposals will be expected to follow the principles established within this document.

### Constraints and Opportunities

8.2 Figure 2 sets out the context of the Gade Zone and the key opportunities related to its redevelopment. Figure 3 maps out the key constraints that will impact upon development options, design and layout.

8.3 Development will need to be planned around the River Gade taking into account the channel itself, local habitat, the floodplain and the nearby flood relief culvert. There must be no development within eight metres of the top of the river bank. The north-western edge of the site is at risk of flooding during a 1 in 20 year event and as such is classified as Flood Zone 3b. In addition there is a limited area within the site (opposite Bury Road) which is classified as Flood Zone 3a and Flood Zone 2. All non-water compatible development will need to be steered away from these areas. Building over the culvert is not usually permitted especially when it is of a large diameter. Building should ordinarily be at least 3m away from the culvert but if this cannot be achieved then a build over agreement would need to be sought submitted and approval sought based on the proposals.

8.4 There is, however, the opportunity to continue the riverside walk and cycle way in the floodplain thereby extending the natural green corridor through the town centre and improving north-south connectivity. Development will have to be set back from the waterway and heights of buildings will also need to be restricted near the waterway to prevent overshadowing.

8.5 A Groundwater Source Protection Area covers the northern half of the Gade Zone. The inner Source Protection Zone will limit the type of development that is appropriate in the area. It will exclude developments that include, for example, waste sites, petrol stations, deep drainage boreholes and non mains foul drainage. This is because these types of development bear too high a risk on the sensitive groundwater below.

8.6 The utilities located within the central area of the Gade Zone will also constrain development. Due to the need to maintain these facilities and the high cost of relocating them it is proposed that the Dacorum Way access from the Marlowes is retained as part of any redevelopment of the central and northern areas of the Gade Zone.

8.7 Development must respect the Old Town Conservation Area and other listed buildings and heritage assets within and surrounding the Gade Zone. However, there is a significant and valuable opportunity to deliver high quality,

sustainable buildings that are sympathetic to, and complement, the local heritage context. It may be possible to provide landmark buildings at key gateways to the Gade Zone. This will assist in legibility and wayfinding for users of the town centre, and may help with the design transition between zones.

8.8 Important trees also pose a constraint to development. There are two TPO groups in the northern area of the Gade Zone. These are located to the north of Dacorum Way and have amenity value as a mature tree screen between the college and Council sites. There are no TPO trees in the central areas but two in the southern area just off of Combe Street. There is however potential for removal and replacement of these. The Sycamore tree at the south-east corner of the market square does not have TPO status however it has high local significance. The waterside trees are of significance but are not protected.

8.9 An additional opportunity exists to provide enhanced east-west pedestrian and vehicular linkages through the Gade Zone. Key pedestrian and cycle crossing points will also enhance linkages to the wider town.

### Development Principles

8.10 The following are considered to be appropriate town centre uses in both local and national guidance:

- Civic uses
- Retail
- Leisure and Catering establishments
- Residential
- Offices
- Education
- Car parking

8.11 The section below addresses these particular uses in the context of the Council's preferred approach, which is set out in Figure 2.

8.12 The Council will encourage mixed uses as this will maximise the use of land within this urban location.

### **Civic Uses**

8.13 The Council will encourage, where appropriate, the re-provision of various public uses within the Gade Zone.

8.14 It is currently exploring the possibility of providing a new Public Service Quarter facility in Hemel Hempstead town centre. Following the November 2011 Cabinet Report on Major Regeneration Proposals for Hemel Hempstead Town Centre, two options are being pursued in relation to the location of this facility. These are either to locate it in the central area of the Gade Zone on the site of the library and former Pavilion, or on the northern end of the decked car park in the Jellicoe Water Gardens Zone. The intention is that the

Public Service Quarter will incorporate the functions of various other public services, in addition to the Borough Council offices.

8.15 The primary motivations for a new Public Service Quarter are its regeneration potential and the benefits to the public of the co-location of services. Its location must therefore maximise the improvement it can make to the town centre as a whole. The optimal location for the Public Service Quarter within the Gade Zone would be its southern most point. Locating a strategic Public Service Quarter adjacent to the core shopping area will encourage higher footfall through the northern end of the Marlowes Shopping Zone and linked trips between these destinations. The complex ownership arrangements of land between Combe Street and the Market Square means that this area of the Gade Zone will take longer to regenerate and is unlikely to be available to deliver comprehensive development. Land to the north of Combe Street (in the central area of the Gade Zone) therefore represents the closest alternative in terms of re-anchoring of the town centre northwards.

### **Retail**

8.16 The Pre-Submission Core Strategy (informed by the October 2011 Retail Capacity Update Study) identifies a demonstrable need for additional convenience goods floorspace in Hemel Hempstead. In accordance with local and national policy, the Gade Zone – as a key town centre site - is a preferable location for retail development.

8.17 In order to secure the greatest benefit to the town centre as a whole, a new supermarket should be positioned in the south of the Gade Zone. The core retail shopping area is located at the south of the Marlowes and is the main footfall attractor in the town centre. The addition of an anchor to the north of this in the form of a supermarket will help increase activity between the two footfall attractors. The shorter the distance between the two anchors the greater the potential for linked trips and the more movement between the two attractors there will be.

8.18 A supermarket would ideally be located at the southern tip of the Gade Zone. However, as stated previously, land ownership arrangements between Market Square and Combe Street, which were a serious issue during the Waterhouse Square Project affecting the deliverability of the project, mean that it is unlikely that the supermarket will be located there. The next best option is the land immediately north of Combe Street (in the central area of the Gade Zone). It is noted that market drivers may also affect the location since supermarkets require a sizable site with direct access and views from the main vehicular route.

### **Leisure/ Restaurants/Cafes/Drinking Establishments**

8.19 There will be opportunities for restaurants, cafes and drinking establishments within the southern area of the Gade Zone (between Combe Street and the Market Square) to support a key leisure facility such a cinema. Uses which increase activity in and around the public square and enhance

lunchtime and evening cafe culture activities will be encouraged. The bus station services will be relocated in order to create a central bus interchange in the town centre and promote sustainable transport (additional information on this will be provided in the town centre Masterplan).

## **Residential**

8.20 The Pre-Submission Core Strategy has the strategic objective of providing a mix of new homes to meet the needs of the population. As part of this, it seeks to deliver 1,800 homes in Hemel Hempstead town centre by 2031. The Gade Zone offers significant regeneration opportunities for residential uses and will therefore be critical to the achievement of this target.

8.21 The Council will encourage residential uses within the Gade Zone to support the Council's overall aims and objectives.

8.22 Due to the highly accessible central location of the site the Council will consider high densities favourably, provided that they do not have adverse effects on the character and appearance of the area, the environment, or the amenity of existing residents.

8.23 The northern area of the Gade Zone is a transitional and a sensitive location making it a preference for residential-led development. The provision of new homes in this area will help to support and strengthen the economy of the Old Town and consolidate its position as a standalone commercial centre. Furthermore, it is an ideal location to build a high quality mix of housing to complement the historic character, setting and built form of the Old Town Conservation Area and nearby listed buildings.

8.24 The western section of the northern area of the Gade Zone is bordered to the west by Leighton Buzzard Road, to the north by Queensway and to the east by the River Gade. Housing is considered most appropriate in this location. Development here will be impacted by the flood relief culvert which intersects the area. As such, development will require a very considered design and layout.

8.25 The Council will encourage residential development throughout the rest of the Gade Zone which either wraps around other uses or is located above them. The latter will maximise the use of land and further support the vitality and viability of the town centre.

## **Offices**

8.26 The Council will encourage a range of viable commercial uses within the central and southern areas of the Gade Zone in order to add to the vitality of the town centre.

## **Education**

8.27 The Council will consider favourably proposals which involve the consolidation of the college site within the Gade Zone, wider town centre or other well-connected location. The loss of the educational facility through redevelopment proposals will be resisted unless the college can satisfy the Council that the site is no longer appropriate/or needed for education use, and/or appropriate alternative provision has been made.

8.28 Should the consolidation result in any surplus land becoming available for redevelopment the Council's preference would be that this comes forward for residential. As noted previously, the provision of new homes in the northern area of the Gade Zone will help support and strengthen the economy of the Old Town.

### **Car Parking**

8.29 The Council will require that an appropriate amount of parking is delivered as part of the comprehensive redevelopment of the Gade Zone.

8.30 Large scale uses will be expected to meet the majority of their parking demand on site.

8.31 Car parks north of the core shopping area have some degree of spare capacity. Development schemes will be expected to take account of underutilised car parks and methods that could be employed to increase their use.

8.32 A Parking Strategy will be included in the Hemel Hempstead Town Centre Masterplan. This will be the key document for developers to consider in relation to town centre parking.

## **10. Urban Design Principles**

9.1 The following urban design principles are set out in Figure 12 of the Pre-Submission Core Strategy. They are informed by CABE's 'By Design' principles and mutually reinforce the principles set out in the Urban Design Assessments, the Residential Character and Conservation Area Appraisals, Policies CS10-13 on design and Policies CS28-32 relating to using resources efficiently. They will apply to all future development within the Gade Zone.

### **Character**

9.2 A sense of identity needs to be created by delivering high quality design that respects local distinctiveness. In order to achieve this all new development should:

- respond positively and sensitively to different influences on and around the site including:
  - the River Gade;
  - Gadebridge Park;
  - the Bury;
  - the Old town;
  - the Marlowes;

- the Water Gardens
- the retail edge
- take advantage of opportunities to open up the River Gade, making it more attractive and more accessible;
- recognise the need to conserve and enhance the historic character and setting of the Old Town Conservation Area;
- complement the historic and natural assets located within and adjacent to the Gade Zone;
- maintain key views towards the River Gade, St Mary's Church and the Water Gardens;
- emphasise gateways around the Gade Zone through new landmark buildings; and
- achieve an articulation and finish that contribute to design excellence.

#### Urban Design Principles

1. **Character** - a place with its own identity that respects the local history, geology and landscape, and the Urban Design Assessment character zones and Residential Character and Conservation Area Appraisals.
2. **Defined layout and enclosure** - a place that is defined by buildings, structures and landscape made up of public and private spaces.
3. **Making connections** - a place that is easy to get to and move around.
4. **High quality of public realm** - creating places with attractive environmental quality.
5. **Legibility** - a place that has a clear image and identity and is easy to understand.
6. **Adaptability** - a place that can respond to changing uses easily and is robust over time.
7. **Diversity** - a place that offers a mix of activities to the widest choice of users
8. **Safe and welcoming** - creating places that feel safe, secure and welcoming for everyone.

#### Defined layout and enclosure

9.3 The Gade Zone should be redeveloped with place-making in mind. The principles to achieve this are as follows:

- ensure buildings addressing the public realm, particularly the River Gade walk and cycle way, create attractive and active frontages along pedestrian, cycle and vehicular routes;
- ensure there is an 8 metre buffer both sides of the River Gade and that the route is framed with appropriate uses, landscaping and vegetation;
- exploit opportunities for landmark buildings of strategic visual importance
- ensure all servicing and parking for new developments, particularly a supermarket, is designed as an integrated part of the development and does not create visual intrusions or large empty voids;
- reinforce the building line along the Marlowes bringing it forward where appropriate and creating strong, definable frontages to the street scene; large gaps or breaks in the built-up frontage to the Marlowes street scene will not be acceptable;
- create active and vibrant frontages to the Marlowes

- ensure building heights and massing relate well to buildings along the Marlowes, Queensway and Leighton Buzzard Road;
- ensure buildings adjacent to the River Gade do not overshadow the River corridor.

### Making connections

9.4 The Gade Zone needs to be better linked to surrounding areas of the town centre and the open spaces and neighbourhoods beyond. This will include better connections and better pedestrian and cycle links to adjacent areas. The principles are as follows:

- accommodate safe and convenient connections for pedestrians and cyclists ensuring all routes are accessible for disabled users;
- create a linked hierarchy of public green spaces along the River Gade corridor forming a riverside walk and cycle way improving north-south connections through the Gade Zone;
- provide interlinked public spaces throughout the Gade Zone which encourage movement;
- ensure the layout of the Gade Zone is legible and permeable and connects with adjacent areas of the town centre and nearby residential neighbourhoods with a particular focus on east-west links;
- retain the existing Dacorum Way access as a key vehicular route through the Gade Zone;
- create a better pedestrian/cycle environment along Leighton Buzzard Road and on Queensway;
- ensure car parking does not dominate the development.

### High quality of public realm

9.5 High quality public spaces where people can meet, sit and walk, in comfort and safety (actual and perceived) needs to be enhanced and maximised. The principles that will guide this are to:

- create a public realm which is designed to encourage walking and to be accessible to everyone;
- ensure that development has an appropriate level of open space and that this is suitably linked to other public spaces;
- explore opportunities to enhance the existing public square;
- consider provision of a new square further north in the Gade Zone, possibly linked to the building of a new Public Service Quarter;
- design streets, spaces and surrounding buildings together to encourage activity to take place in the public realm. The form, mix of uses, pedestrian movement, street furniture and lighting will all help generate opportunities that could help build the evening economy;
- introduce high quality, coordinated street furniture, materials and designs in public areas that are durable, easy to maintain and appropriately transition between the Historic Old Town and the modern New Town. Design guidance set out in the Improvement Strategies for the Marlowes Shopping Zone and the Old Town Zone should be

recognised and considered as should guidance provided in the Heritage Improvement Strategy, which covers the entire town centre;

- encourage re-planting of street trees along the Marlowes;
- take account of existing good quality trees within the area
- provide enhanced landscaping around the River Gade which is in keeping with the chalk stream environment ensuring that only native species are planted adjacent to the river.

### Legibility

9.6 The principles to create a place which is easy to understand and navigate are as follows:

- encourage landmark developments at key gateways to the Gade Zone that assist the orientation and „wayfinding’ of people;
- retain and improve key views towards the River Gade, St Mary’s Church and the Water Gardens;
- provide direct connections between key areas along recognisable routes such as the River Gade walk and cycle way;
- provide adequate and clear signposting for ease of navigation.

### Adaptability

9.7 The principles which will support a development that can respond to a diverse range of conditions are as follows:

- encourage flexibly designed buildings that can accommodate a variety of uses;
- seek the highest possible standard of sustainability in all development;
- encourage innovative approaches to car parking. The topography of the site allows for the use of changes of levels especially from the Marlowes, which could facilitate the use of undercroft parking.

### Diversity

9.8 The objective is to create a cohesive and comprehensive development that will create a more viable town centre and respond to local needs. The principles to achieve this are as follows:

- create a high-density mixed-use development that will strengthen the viability and vitality of Hemel Hempstead town centre;
- ensure large developments provide a mix of uses that will encourage street activity throughout both the day and evening;
- encourage different uses on different floors of a development in order to make the most of this urban location;
- provide a range of homes in all residential developments. This will include larger family properties. 35% of homes should be affordable (in line with Policy CS19 of the Pre-Submission Core Strategy).

### Safe and Welcoming



9.9 The objective is to create a safe and pleasant environment in which to live, work and visit. The principles to achieve this are as follows:

- encourage clear, welcoming and active frontages along all pedestrian and vehicular routes, particularly the River Gade walk and cycle way;
- provide enhanced lighting along pedestrian routes (this should be sensitively implemented around the river corridor to ensure that its natural diurnal cycle is not disturbed);
- consider public safety and security as a key factor in the design process of all development.

## **10. Developer Contributions**

10.1 As part of redevelopment of the Gade Zone, on-site delivery or developer contributions will be sought for the following:

1. Affordable housing in schemes involving residential development (refer to the Planning Obligations SPD for more information)
2. The riverside walk and cycle way
3. Landscaping in the vicinity of the development (plus ongoing maintenance support)
4. Pedestrian and cycle crossings
5. Appropriate traffic calming measures, pedestrian and cycle improvements and highway enhancements within and adjacent to the town centre
6. Paving wrapping around the Gade Zone (along Queensway and the Marlowes)
7. Street furniture
8. The Water Gardens
9. Improvements to Waterhouse Street and the Market Square

10.2 The Council may also seek additional contributions as appropriate.

”

## Annex 1 Detailed Planning Policy Context

The policy context for the site is set by national and regional policy guidance, the Dacorum Borough Local Plan, associated supplementary planning documents, and emerging policy.

### **National and Regional Policy Context**

#### (a) National Policies

The most relevant to this site are considered to be:

- PPS 1: Delivering Sustainable Development
- PPS 3: Housing
- PPS 4: Planning for Sustainable Economic Growth
- PPS 5: Planning for the Historic Environment
- PPS 9: Biodiversity and Geological Conservation
- PPG 13: Transport
- PPS 25: Development and Flood Risk

PPS 5 sets out that promoting the vitality and viability of town and other centres is one of the Government's key objectives for planning. To do this the Government wants:

- new economic growth and development of main town centre uses to be focused in existing centres, with the aim of offering a wide range of services to communities in an attractive and safe environment and remedying deficiencies in provision in areas with poor access to facilities
- competition between retailers and enhanced consumer choice through the provision of innovative and efficient shopping, leisure, tourism and local services in town centres, which allow genuine choice to meet the needs of the entire community (particularly socially excluded groups)
- the historic, archaeological and architectural heritage of centres to be conserved and, where appropriate, enhanced to provide a sense of place and a focus for the community and for civic activity

The main town centre uses to which the town centre policies in PPS 4 apply are:

1. retail development (including warehouse clubs and factory outlet centres)
2. leisure, entertainment facilities, and the more intensive sport and recreation uses (including cinemas, restaurants, drive-through restaurants, bars and pubs, night-clubs, casinos, health and fitness centres, indoor bowling centres, and bingo halls)
3. offices, and
4. arts, culture and tourism development (including theatres, museums, galleries and concert halls, hotels and conference facilities)

PPS 5 sets out the Government's overarching aim that the historic environment and its heritage assets should be conserved and enjoyed for the quality of life they bring to current and future generations. It recognises that heritage assets are a non-renewable resource and has the objective to

conserve England's heritage assets in a manner appropriate to their significance by ensuring that the positive contribution of such heritage assets to local character and sense of place is recognised and valued and consideration of the historic environment is integrated into planning policies, promoting place-shaping.

The objectives of PPG 13 are to integrate planning and transport at the national, regional, strategic and local level to promote more sustainable transport choices for both people and for moving freight, promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling and reduce the need to travel, especially by car. Local authorities should seek to make maximum use of the most accessible sites, such as those in town centres and others which are, or will be, close to major transport interchanges. They should be pro-active in promoting intensive development in these areas and on such sites. They should develop a clear vision for development of these areas.

PPS 25 outlines that the aims of planning policy on development and flood risk are to ensure that flood risk is taken into account at all stages in the planning process to avoid inappropriate development in areas at risk of flooding, and to direct development away from areas at highest risk. A sequential risk-based approach to determining the suitability of land for development in flood risk areas should be applied at all levels of the planning process. PPS 25 sets out appropriate development for flood zones in table D.1.

(b) Regional policies

The East of England Plan was published in May 2008 and identified Hemel Hempstead as a key centre for development and change. Following an unsuccessful attempt to abolish Regional Spatial Strategies in 2010, the Government took a firm step towards this with the passing of the Localism Act in November 2011. Whilst the East of England Plan remains a material consideration the weight attached to it has been substantially reduced.

**Local Policy Context**

(c) Existing policy

*Dacorum Borough Local Plan*

The Dacorum Borough Local Plan (adopted 21 April 2004) is the statutory Local Plan covering the whole of the Dacorum Borough. It forms the basis for decisions on land use on the site. All policies within the Dacorum Borough Local Plan (with the exception of Policy 27 – Gypsy Sites) are saved by direction of the Secretary of State for Communities and Local Government. The supplementary planning guidance prepared under earlier planning legislation and guidance, and the supplementary planning documents which are linked to the Dacorum Borough Local Plan 1991-2011 are saved with that. The key policies in the Local Plan which relate to the site are as follows:

- Policy 9: Land use division in towns and large villages
- Policy 11: Quality of development
- Policy 39: Uses in town centres and local centres
- Policy 49: Transport planning strategy
- Policy 107: Development in areas of flood risk
- Policy 119: Development affecting listed buildings

Policy 9 divides towns and large villages in the Borough into residential areas, General Employment Areas, town centres and local centres, and open land areas.

Policy 11 states that a high standard will be expected in all development proposals. Development will not be permitted unless it meets criteria (a) to (g). Hemel Hempstead town centre is designated in Policy 39. The Gade Zone falls wholly within the town centre area (see Local Plan Proposals Map sheet 4). In town centres:

- (i) A mix of uses, normally including housing and social and community uses, is sought
- (ii) Shopping (including financial and professional services and catering establishments) is encouraged
- (iii) Compatible leisure uses are encouraged
- (iv) Business use, including offices is normally acceptable
- (v) Shopping and business development will be controlled, however to enable a broad range of uses to be maintained or achieved
- (vi) A high density of development, linked to the achievement of transport objectives, is generally supported.
- (vii) The mixed of individual buildings is generally encouraged

The Local Plan also includes a strategy for Hemel Hempstead Town Centre (including the Old Town Centre). The strategy sets out overarching guidance and establishes a vision for the town centre. A series of town centre zones are identified with a strategy analysis and appraisal.

Policy 49 sets out the principles which apply with respect to the transport implications of new development proposals.

Policy 107 explains that a precautionary approach to flood risk will be taken when considering development based on the sequential approach set out in PPG 25 (since updated in the form of PPS25). The production of a Flood Risk Assessment will be required for all sites where the Environment Agency advise that the risk of flooding exists.

The central tenet of Policy 119 is a general presumption in favour of the preservation of listed buildings of special architectural or historic interest. Every effort will be made to ensure that any new development liable to affect the character of an adjacent listed building will be of such a scale and appearance, and will make use of such materials, as will retain the character and setting of the listed building.

Other key policies are listed in Annex 1.

### *Civic Zone Development Brief SPD*

The Civic Zone Development Brief SPD (adopted in November 2005) supplements the Hemel Hempstead Town Centre Strategy contained within the Dacorum Borough Local Plan providing a greater level of detail on Zones 2 and 3 (covering the area west of the Marlowes from Queensway in the north to Bridge Street in the south).

The SPD states that the Council will work with public and private stakeholders and the community in order to establish a Masterplan for the area. It explains that the Council will resist major planning applications before the Masterplan has been prepared if it is considered that they conflict with the SPD and/or may compromise the delivery of key objectives. It was the Council's intention that a Masterplan for the area be in place by 2006.

Key objectives for the Development Brief Area are set out on page 4 and include to:

- Be planned and developed as a comprehensive scheme
- Contribute towards the overall achievement of the town centre's regeneration and enhancement
- Be developed to its optimum potential

The development guidelines provide a framework of how the Council will aim to focus the future development within the Development Brief Area. The northern and central areas of the Gade Zone are identified for predominantly residential development. Mixed uses are encouraged in the southern area.

The adopted SPD is a material consideration in the preparation of a Masterplan and the determination of planning applications for the site. Although adopted in 2005, the principles it contains still reflect the Council's intentions for the area.

Excluding the land between Bridge Street and the Market Square, the development brief covers the same area as the Gade Zone.

(d) Emerging policy

### *Pre-Submission Core Strategy*

The Council is currently preparing a new Local Planning Framework for Dacorum Borough. This will replace the existing Local Plan which was adopted in 2004. The Core Strategy is the central document in the Local Planning Framework. Consultation on the document began in 2005 with the emerging issues and options and has taken place at various subsequent stages. Most recently, a consultation was recently carried out in respect of the Pre-Submission Core Strategy. If no significant new issues are raised then the Core Strategy and associated documents will be submitted to the Planning Inspectorate for formal examination. It is hoped that the final Core Strategy will be adopted by the Council in late 2012/early 2013. However, a significant number of the policies contained within it already hold weight as material planning considerations.

The key policies in the Core Strategy which relate to the site are as follows:

- Policy CS4: The towns and large villages
- Policy CS8: Transport
- Policy CS16: Shops and commerce
- Policy CS26: Green infrastructure
- Policy CS27: Quality of the Historic Environment
- Policy CS31: Water Management
- Policy CS33: Hemel Hempstead town centre

Policy CS4 is very similar to Policy 9 in the Local Plan. It states that in town centres a mix of uses is sought. The following uses are encouraged:

- (a) Shopping uses (including financial and professional services and catering establishments)
- (b) Compatible leisure uses
- (c) Business uses, including offices
- (d) Residential uses; and
- (e) Social and community uses

A high density of development, linked to the achievement of sustainability objectives, is generally supported. The mixed use of individual buildings is also generally encouraged.

Policy CS8 states that all new development will contribute to a well connected and accessible transport system. Principles include giving priority to the needs of other road and passenger transport users over the private car, creating safer and continuous footpath and cycle networks, and strengthening links to and between key facilities (bus and railway stations, hospitals, main employers and town centres).

Policy CS16 states that in Hemel Hempstead opportunities will be given to provide capacity for up to 47,500 square metres of comparison floorspace and 6,000 square metres of convenience floorspace in the period 2009-2031. These figures are derived from a 2011 Retail Study Update provided by G L Hearn. Core Strategy policy dictates that most retail development will be directed to the town centre.

Development proposals that promote a diverse evening economy in town centres will be supported provided that their social and environmental impacts are controlled.

Policy CS26 states that the Green Infrastructure Network will be protected, extended and enhanced. Development will contribute towards the conservation and restoration of habitats and species; the strengthening of biodiversity corridors; the creation of better public access and links through green space; and a greater range of uses in urban green spaces.

Redevelopment should facilitate reached the Thames River Basin Management Plan and the Dacorum Chalk Rivers Action Plan targets.

Policy CS27 states that all development will favour the conservation of historic assets. The integrity, setting and distinctiveness of designated and undesignated heritage assets will be protected, conserved and if appropriate enhanced. Furthermore, development will positively conserve and enhance the appearance and character of conservation areas.

Policy CS31 dictates that development will be required to avoid Flood Zones 2 and 3 unless it is for a compatible use. Flood Risk Assessment must accompany planning applications for development in these areas, explaining how the sequential approach to development has been taken into account and outlining appropriate mitigation measures. Development will also be required to secure opportunities to reduce the cause and impact of flooding and to avoid damage to Groundwater Source Protection Zones.

The Core Strategy sets out overarching guidance for the town centre in much the same way as the Hemel Hempstead Town Centre Strategy within the Local Plan. The local objectives for the town centre are to deliver around 1800 homes, a local general hospital, a primary school, a new library and college, new civic and cultural facilities, a supermarket and other shops, a bus interchange and a better footpath network.

The Core Strategy identifies 7 Character Zones (of which the Gade Zone is one) to guide regeneration in different parts of the town centre. The Town Centre Masterplan will provide further guidance and detail, particularly on the areas of greatest change and activity.

Policy CS33: Hemel Hempstead Town Centre sets out the guiding principles for development in the town centre. These are addressed in Section 6: Planning and Regeneration Objectives.

Other relevant policies are set out in Annex 2.

#### *Hemel Hempstead Town Centre Masterplan and associated Cabinet Reports*

At its meeting on 19 October 2010, the Council's Cabinet agreed a strategy of incremental regeneration based on a comprehensive Masterplan for the town centre. On 29 March 2011 the scope of the Masterplan was agreed and governance arrangements put into place. A focus on three sites in the following priority was agreed:

4. Civic Block – with an investigation of viability for new civic hub uses, food store and residential development
5. Market Square/Water Gardens – to examine development opportunities for civic hub, food store and leisure uses
6. Paradise/Hospital Zone – highlighting future opportunities for this part of the town centre for new local general hospital facilities, housing, primary school and other mixed uses

The purpose of the Masterplan is to provide a long-term vision for the future of the town centre, focusing on the need for regeneration and building upon the

framework of the seven character areas set out in the Core Strategy. Once adopted, the Masterplan will provide strategic guidance for new investment and development in the town centre. Work is currently underway on the Masterplan and it is scheduled to be completed in November 2012 subject to approval by Full Council.

On 29 November 2011 Cabinet endorsed the first phase of major regeneration proposals for Hemel Hempstead town centre. Thirteen recommendations were approved in total. The following relate directly to the Gade Zone:

1. To proceed with the regeneration of the Civic Centre site in conjunction with those other parts of the Civic Block that partner organisations are prepared to include
2. To develop a new Public Service Quarter including space for public and voluntary sector partners where agreement can be reached. The preferred locations to be further considered are the Water Gardens and Marlowes/Library sites (former „Dacorum Pavilion”).
3. That development feasibility study work is carried out to consider regeneration options in the market square

(e) Technical work

Two key studies have been commissioned to help develop the Masterplan. These are the Access and Movement Study (JMP Consultants) and the Major Land Use Study (Allies and Morrison Urban Practitioners). Other work has also been commissioned to help understand the historic significance of the Water Gardens and to help identify the new location for the Public Service Quarter.

Improvement Strategies for each of the town centre character zones are being developed and will sit underneath the Masterplan providing greater detail in relation to future development. To date only the Marlowes Shopping Zone Improvement Strategy has been completed (JMP Consultants). A Heritage Improvement Strategy will be produced alongside the Old Town Improvement Strategy to address the heritage assets of the Old town centre and the New town centre together.

A level 2 strategic flood risk assessment for Berkhamsted and Hemel Hempstead was published in June 2008 as part of the evidence base for the Core Strategy. The level 1 assessment recommended a detailed assessment of the residual risk of failure or significant blockage of the Hemel Hempstead flood relief culvert potentially resulting in flooding of properties through the centre of Hemel Hempstead. The north-western edge of the Gade Zone was identified in the level 2 assessment as falling with Flood Zone 3b. In addition there is a limited area within the site (opposite the entrance to Bury Road) classified as Flood Zone 3a. The remainder of the site is classified as Flood Zone 1.



Annex 2 – Relevant Dacorum Borough Local Plan policies

- Policy 9: Land use division in towns and large villages
- Policy 10: Optimising the use of urban land
- Policy 11: Quality of development
- Policy 12: Infrastructure provision and phasing
- Policy 13: Planning conditions and planning obligations
- Policy 18: Size of new dwellings
- Policy 20: Affordable housing
- Policy 21: Density of residential development
- Policy 38: The main shopping hierarchy
- Policy 39: Uses in town centres and local centres
- Policy 40: The scale of development in town centres and local centres
- Policy 41: New shopping development in town centres and local centres
- Policy 49: Transport planning strategy
- Policy 51: Development and transport impacts
- Policy 54: Highway design
- Policy 55: Traffic management
- Policy 57: Provision and management of parking
- Policy 58: Private parking provision
- Policy 59: Public off-street car parking
- Policy 61: Pedestrians
- Policy 62: Cyclists
- Policy 63: Access for disabled people
- Policy 64: Passenger transport
- Policy 67: Land for social and community facilities
- Policy 68: Retention of social and community facilities
- Policy 69: Education
- Policy 99: Preservation of trees, hedgerows and woodlands
- Policy 100: Tree and woodland planting
- Policy 101: Tree and woodland management
- Policy 102: Sites of importance to nature conservation
- Policy 103: Management of sites of nature conservation importance
- Policy 104: Nature conservation in river valleys
- Policy 107: Development in areas of flood risk
- Policy 111: Height of buildings
- Policy 119: Development affecting listed buildings
- Policy 120: Development in conservation areas

This list is not exhaustive therefore other Local Plan policies may be applicable.

Annex 3 – Relevant Dacorum Borough Pre-Submission Core Strategy policies

Policy CS1: Distribution of development  
Policy CS4: The towns and large villages  
Policy CS8: Sustainable transport  
Policy CS9: Management of roads  
Policy CS10: Quality of settlement design  
Policy CS11: Quality of neighbourhood design  
Policy CS12: Quality of site design  
Policy CS13: Quality of the public realm  
Policy CS16: Shops and commerce  
Policy CS18: Mix of housing  
Policy CS19: Affordable housing  
Policy CS23: Social infrastructure  
Policy CS25: Landscape character  
Policy CS26: Green infrastructure  
Policy CS27: Quality of the historic environment  
Policy CS28: Carbon emission reductions  
Policy CS29: Sustainable design and construction  
Policy CS31: Water Management  
Policy CS32: Air, soil and water quality  
Policy CS33: Hemel Hempstead town centre

This list is not exhaustive therefore other Core Strategy policies may be applicable.

**Appendix Two: Assessment of Advantages/Disadvantages of the Pavilion/Library and Water Gardens Car Park as locations for the PSQ**

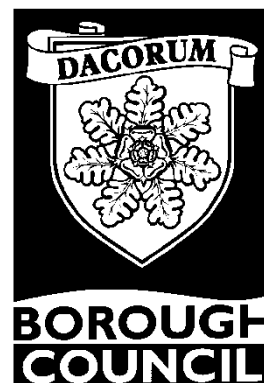
**Water Gardens**

<b>Advantages</b>	<b>Disadvantages</b>
<p>Offers a significant regeneration opportunity in the re-invigoration of Waterhouse Street and the potential linkages through Market Square to the Marlowes and future town centre regeneration</p> <p>Its setting is ideally positioned to maximise its impact on the town centre and as a location for an iconic building</p> <p>Can be developed as a coherent package with the refurbishment of the Water Gardens themselves and, arguably, could enhance them</p> <p>Offers no constraint on the regeneration and value of the Gade Zone, and allows the full value of the Civic Block to be realised.</p> <p>Site entirely in Council ownership</p> <p>Could introduce community uses into the new facility, helping to support the HLF bid for the restoration of the Water Gardens.</p> <p>A study on the Water Gardens has been delivered which will make the Planning process more straightforward by setting out design parameters for the PSQ</p>	<p>Potential restrictions caused by the listed status of the Water Gardens (height, scale design and speed of delivery)</p> <p>Requires the partial demolition and restructuring of the existing car park, making the build costs more expensive than Marlowes/Library</p> <p>Loss of around 220 parking spaces.</p>

**Table 3: Marlowes/Library**

<b>Advantages</b>	<b>Disadvantages</b>
<p>Has lower build costs than the Water Gardens options</p> <p>Has more flexibility in terms of acceptable height, scale and design, making planning consent and delivery potentially easier and quicker</p> <p>Avoids the loss of around 220</p>	<p>Prevents optimising the regeneration and value of the Gade Zone in that it cannot be developed alongside a Large Supermarket (and reduces that receipt to the Council and partners)</p> <p>Potentially renders the Gade Zone less attractive and marketable as an investment opportunity</p>

<p>parking spaces in the Water Gardens.</p>	<p>Its location offers a much more limited regeneration impact than the Water Gardens</p> <p>Land is not all in Council ownership</p> <p>Requires the temporary relocation of the Library</p> <p>There are some build complications due to topography (the slope)</p> <p>The site is not ideal for a landmark building.</p> <p>The option reinforces the elongated nature of the town centre's design, in comparison with the Water Gardens option.</p>
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**AGENDA ITEM: 8**  
**SUMMARY**

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 July 2012</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>HEMEL HEMPSTEAD TOWN CENTRE REGENERATION – HEMEL HEMPSTEAD TOWN CENTRE MASTERPLAN AND JELlicoe WATER GARDENS HERITAGE LOTTERY FUND BID</b>
Contact:	<p>Cllr Terry Douris, Portfolio Holder for Planning and Regeneration</p> <p>Author/Responsible Officers:</p> <p>James Doe, Assistant Director, Planning, Development and Regeneration</p> <p>Nathalie Bateman, Team Leader, Strategic Planning and Regeneration - Town Centres, Neighbourhoods and Green Spaces</p>
Purpose of report:	<ol style="list-style-type: none"> <li>1. To seek Cabinet approval for the draft Hemel Hempstead Town Centre Masterplan for consultation purposes.</li> <li>2. To seek approval for the Jellicoe Water Gardens Parks for People HLF Stage 1 bid with match funding required for 2013/14.</li> </ol>
Recommendations	<ol style="list-style-type: none"> <li>1. That Cabinet approves the draft Hemel Hempstead Town Centre Masterplan for consultation purposes.</li> <li>2. That Cabinet approves the Stage 1 Heritage Lottery Fund Parks for People bid, as outlined in the report, to secure funding to support a programme of approximately £3.5 million for restoration and intervention works to the registered Jellicoe Water Gardens.</li> <li>3. That Cabinet notes the need to work towards assembling</li> </ol>

	<p>match funding of up to 30% of the total bid value, and subject to Stage 1 approval by the HLF, requests officers to work up detailed funding proposals for consideration by the Capital Strategy Steering Group for inclusion into the Capital Programme for 2014/15 and beyond.</p> <p>4. That Cabinet approves the approach proposed to resolve the Environment Agency's concerns regarding the restoration of the Jellicoe Water Gardens and compliance with the Water Framework Directive, to include a bid to the Catchment Restoration Fund, and/or other external funding awards to provide offsite mitigation works , and that final decisions on this matter and the content of such funding bids be delegated to the Portfolio Holder for Planning and Regeneration in consultation with the Portfolio Holder for Finance and Resources.</p> <p>5. That Cabinet notes the need for additional revenue commitments required to operate the Gardens to high levels of maintenance and management including new community building, public toilets, community involvement and learning opportunities from January 2017 onwards, should the bid be successful.</p>
Corporate objectives:	The project to regenerate Hemel Hempstead Town Centre has been identified as a priority for the Council.
<p>Implications:</p> <p>'Value For Money Implications'</p>	<p><u>Financial</u></p> <p>For the Jellicoe Water Gardens, all capital and revenue costs associated with the restoration of the Gardens and community development work can be included within the project costs up to December 2018 (assuming a successful outcome to the Stage 2 application in August 2013). A bid to support a total programme of up to £3.5 million is proposed to the Heritage Lottery Fund to cover capital, revenue and development costs to December 2018.</p> <p>In addition to the deployment of officer time from the establishment budget, ongoing revenue commitments will be required after the project has been implemented, from January 2019 onwards. These are set out in section 5 of the report, but will centre on horticultural expertise, possible additional gardeners/landscape staff, and running costs for the proposed community building. The current estimate at today's prices would be £61,100 per annum. If the stage 1 bid is successful, the need for such staffing and extent of other costs will be worked up in detail as part of the stage 2 bidding process, together with options for service delivery either in-house or on a commissioned basis.</p> <p>Presently, it is anticipated that match funding of up to £1,050,000 would be required if the bid is to be supported on a 30% basis. Whereas the minimum match funding requirement</p>

	<p>is 10%, advice received from the HLF is that this higher level will provide the bid with greater chances of success. If Stage 1 approval is given, proposals will be worked up for consideration by Capital Strategy Steering Group (CSSG) for inclusion in the Capital Programme. Financing of the scheme will be required. Possible sources of finance include use of s.106 receipts (as allowed) and other grant funding. However it is likely that there will be need to identify additional finance which may require a review and reprioritising of the capital programme to release resource or the scaling back of the scheme.</p> <p><u>Value for Money</u></p> <p>The efficient use of public resources is being managed in the following ways:</p> <p><u>Town Centre Masterplan</u> – in-house production using establishment officer resource and selective use of expert consultancy input only where necessary.</p> <p><u>Jellicoe Water Gardens</u> – Through Heritage Lottery Funding, there is a major opportunity to secure capital funding for major restorative works set within a community development project. Some up-front investment is necessary to support a stage one bid to the HLF, in what is a very competitive bidding process.</p>
Risk Implications	<p>Risk Assessment completed as part of the Hemel Hempstead Town Centre Regeneration Project Implementation Document. This will be updated with further risks with this project.</p>
Equalities Implications	<p>An equality impact assessment has been completed as part of the Hemel Hempstead Town Centre Regeneration Project Implementation Document. As the plans move forward, further assessments will be carried out as necessary.</p>
Health And Safety Implications	<p>None</p>
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>There are no specific legal implications arising from the report. The Legal Governance team has been consulted on the draft Masterplan and suggested amendments have been incorporated in the draft annexed.</p> <p><b>S.151 Officer</b></p> <p>The proposal in respect of the Jellicoe Water Gardens includes a commitment to match funding and there are, therefore, significant capital and revenue implications arising from the report which have yet to be assessed in detail.</p> <p>The Council's Financial Regulations require that match funding requirements and obligations are considered prior to entering into any agreement, and future budgets reflect these</p>

	<p>requirements.</p> <p>Therefore, an application to the Capital Strategy Steering Group will be required to assess the impact on the Capital Programme and the resources available to fund the project and the Council's other future capital needs.</p> <p>It is likely that accepting the proposal will require review and reprioritisation of the capital programme. In the event that this does not release sufficient capital finance the scheme would need to be rescaled to reduce the Council's capital commitment or the requirement for Prudential Borrowing would need to be evaluated and approved.</p> <p>In the event that Prudential Borrowing is required there would be an ongoing revenue impact in addition to those identified in the report.</p> <p>The revenue implications identified in the report (which have yet to be fully evaluated) would represent an increase to base budget of £61,100 which will extend beyond the period of HLF funding unless they can be offset by efficiencies elsewhere within planned revenue spend.</p> <p>Taking account of the current review of Local Government Finance and Government spending reviews, this ongoing revenue commitment should be considered in the context of the Council's overall priorities as it is likely that future savings requirements will continue in the medium term. Full evaluation of future revenue implications will be required prior to the submission of the Stage 2 bid in the event the bid is successful at Stage 1.</p>
<p>Consultees:</p>	<p>David Austin, Assistant Director, Neighbourhood Delivery</p> <p>Alex Chrusciak, Group Manager Development Management and Planning</p> <p>Chris Taylor, Group Manager Strategic Planning and Regeneration</p> <p>Mike Evans, Group Manager, Commercial Property and Assets</p> <p>Fiona Webb, Assistant Team Leader, Development Management (Conservation and Design)</p> <p>Matt Wood, Property Service, HCC</p> <p>Sanjay Patel, Jenny Applestone and James Dale, Highways HCC</p> <p>Steve Barnes, Vinci Parking, DBC</p> <p>Guy Brigden, HCC</p> <p>Paul Newton, Team Leader, Development Management and Planning</p> <p>Cllr Terry Douris, Portfolio Holder for Planning and Regeneration</p>



<p>Background papers:</p>	<p>Access and Movement Study Major Land Use Study Draft Heritage Improvement Study Charette Report 2011 Stakeholder Workshop Report 2012 Hemel Evolution Consultation Analysis Hemel Hempstead Town Centre Masterplan Draft Report 2012 Hemel Hempstead Town Centre Regeneration Phase 1 Proposals and New Public Service Quarter – Report by DTZ, November 2011 Hemel Hempstead Feasibility Study – Report by GL Hearn Property Consultants, October 2011 Marlowes Shopping Zone Improvement Strategy – JMP Consultants Report to Cabinet 19 October 2010 Report to Cabinet 29 March 2011 Report to Cabinet 29 November 2011 Report to Cabinet 24 April 2012 Water Gardens Study, Hemel Hempstead – Report by Allies and Morrison Urban Practitioners and The Landscape Partnership, October 2011 Water Gardens Design Development Report (HTA Consultants)</p>
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## **1.0. Executive Summary**

- 1.1. At its meeting on 19 October 2010, Cabinet agreed a strategy of incremental regeneration based on a comprehensive masterplan for Hemel Hempstead town centre. A project plan was agreed for taking work forward. The scope and content of the Masterplan was subsequently agreed on 29 March 2011.
- 1.2. Since this time the Council's Strategic Planning and Regeneration team has been working with stakeholders to produce a draft Masterplan. A Stakeholder workshop was held in January 2012 and a public consultation event was held in Hemel Hempstead town centre for two days in early May. The event updated the public on the Council's future regeneration proposals for each of the seven character zones.
- 1.3. A draft Hemel Hempstead Town Centre Masterplan (Appendix 1) has now been produced and is presented to Cabinet for consideration. If Cabinet decides to approve the draft then a formal 6 week public consultation on the document will follow.
- 1.4. The purpose of the Hemel Hempstead Town Centre Masterplan is to provide a long-term vision for the future of the town centre, building upon policies in the Core Strategy which focus on the need to regenerate the town centre. Once adopted, the Masterplan will provide strategic guidance for new

development in the town centre.

- 1.5. A key aspect of the Masterplan is the regeneration of the registered Jellicoe Water Gardens and surrounding area. On 29 November 2012 Cabinet agreed to support in principle a submission to the Heritage Lottery Fund Parks for People programme to secure funding for a programme of restoration works to the Water Gardens in August 2012, including the dedication of match funding. It was agreed that Officers would work up proposals for consideration and approval by Cabinet and that budget provision of £20,000 be made to progress to a stage one bid.
- 1.6. HTA Landscape Design was subsequently commissioned to prepare the Stage 1 bid. The Water Gardens Design Development Report – Draft, attached as Appendix 2, outlines the master planning process with a concept plan detailing both the restoration approach and proposed new interventions.
- 1.7. A key issue to be resolved prior to submission at Stage 2, is the Environment Agency's concerns that the restoration will not comply with the European Water Framework Directive. This legislation requires all river basins to achieve good ecological and chemical status by 2015 and for the Water Gardens would involve restoring the chalk stream, which is incompatible with its heritage status. The approach suggested for the Stage 1 bid is to seek a further view on non-compliance with the Environment Agency. This will test whether an exemption to the WFD would be applicable in this instance through an Article 4.7 directive, and explore offsite mitigation improvements at Two Waters through a partnership project bid to the EA's Catchment Restoration Fund.
- 1.8. Subject to members' approval, a Stage 1 bid for £3.5 million will be submitted by 31<sup>st</sup> August 2012. To demonstrate value for money and commitment, 70% of funding will be sought from the Heritage Lottery Fund, with the remaining 30% match funding to be found with a significant contribution from Dacorum Borough Council. This may come from a variety of sources including capital resources, , s106 receipts where they can be used in this way and other funding opportunities. The bid would include development, capital, and new revenue costs up to December 2018. From January 2019, Dacorum Borough Council would be responsible for additional ongoing revenue costs for a new skilled gardener post to work with existing Clean, Safe and Green resources that are deployed to the gardens. Additionally there will be the need for apprenticeships to support the ongoing learning elements of the bid, and a resource to service the new Friends Group together with the need to support the new community facility on an ongoing basis. Options for delivering this ongoing support will be worked up as part of the stage 2 submission to the HLF, and for Cabinet's consideration later in the process.

## **2.0. Background**

- 2.1. This report sets out the following issues regarding the regeneration of the town centre. The structure is as follows:
  - Background to Hemel Hempstead Town Centre Regeneration
  - Town Centre Masterplan
  - Jellicoe Water Gardens Parks for People HLF bid

### **3.0 Background to Hemel Hempstead Town Centre Regeneration**

- 3.1 The Council recognises as a priority that the regeneration and prosperity of Hemel Hempstead Town Centre is critical to the prosperity of the Borough as whole. Following the demise of the Waterhouse Square plans in 2010 due to adverse market conditions, work has continued to plan for the future.
- 3.2 At its meeting on 19 October 2010, Cabinet agreed a strategy of incremental regeneration based on a comprehensive masterplan for the town centre. This would build on the framework of the seven character zones that make up the town centre, as set out in the submitted Core Strategy. Cabinet also agreed a project plan for taking work forward.
- 3.3 A substantial amount of work has been carried out in connection with the phase one programme for town centre regeneration that Cabinet endorsed on 29 November 2011. This agreed proposals aim to kick start regeneration in Hemel Hempstead town centre through redevelopment of part of the Gade Zone involving the Council's own land and that in other public sector ownership. A subsequent opportunity arose to achieve a more effective and comprehensive regeneration scheme and was agreed by Cabinet on 24 April 2012. This involves collaborating with West Herts College to develop the majority of the Gade Zone to deliver a new college, a major food store and a new Public Service Quarter providing a range of public and voluntary sector services.
- 3.4 A policy statement for the Gade Zone has been produced which builds on the proposals in the draft Masterplan. This was agreed by Cabinet on 24 April 2012 and will guide future development in the Gade Zone. It indicates where various uses including the college, supermarket and Public Service Quarter might best be located.
- 3.5 Further information and evidence supporting the Masterplan is listed at the front of the report. Key documents include the Access and Movement Study and the Major Land Use Study.
- 3.6 The Hemel Hempstead Town Centre Masterplan is now at a draft stage and is being presented to Cabinet with this report for consideration.
- 3.7 The report's other focus is with the progression of Jellicoe Water Gardens Parks for People HLF bid. Cabinet agreed to support the bid in principle on 29 November 2011 and allocated £20,000 to develop it to stage one.

### **4.0 Hemel Hempstead Town Centre Masterplan**

- 4.1 The purpose of the Hemel Hempstead Town Centre Masterplan is to provide a long-term vision for the future of the town centre, building upon policies in the Local Planning Framework Core Strategy which focus on the need to regenerate the town centre. Once adopted, the Masterplan will provide strategic guidance for new development in the town centre.
- 4.2 The development of the Masterplan began in January 2011 with a stakeholder workshop held at Felden Lodge. The event brought together a wide range of town centre business, organisation and community representatives, as well as Officers from Dacorum Borough and Herts County Councils. Three broad

topic areas that sit at the heart of the Masterplan were addressed: urban design, sustainable economic development and access and movement.

- 4.3 A further stakeholder workshop was held in January 2012 with a focus on Major Land Use and Access and Movement issues. The event brought together a similar mix of stakeholders as the first event.
- 4.4 A public consultation on ‘Hemel Evolution....your town centre is evolving’ was held between 30<sup>th</sup> April and 25<sup>th</sup> May 2012. Two manned exhibitions were conducted in the Marlowes Shopping Centre and the adjacent Bank Court along the Marlowes on 3<sup>rd</sup> and 5<sup>th</sup> May, as part of this consultation. The event sought views from the public on a number of issues regarding different character zones.
- 4.5 The Masterplan has been developed and managed by the Council’s Strategic Planning and Regeneration Team. Working Groups have brought together existing knowledge and expertise across the Dacorum Borough Council, Herts County Council and the Town Centre Partnership and have overseen the development of three key strategies which underpin the Masterplan. These are a Retail and Major Land Use Study (Allies and Morrison Urban Practitioners), an Access and Movement Study (JMP consultants) and an Urban Design Strategy.
- 4.6 Other work has also been commissioned to help understand the historic significance of the Water Gardens, town centre heritage and the viability and phasing of the Masterplan.

**Masterplan Structure**

- 4.7 The following table sets out the structure of the Masterplan and the content of each chapter:

<b>Chapter</b>	<b>Chapter content</b>
1. Masterplan Context	This chapter sets out the broad context from which the Hemel Hempstead Town Centre Masterplan has been conceived and developed.
2. Hemel Today	This chapter considers how Hemel Hempstead town centre is currently performing in a range of key areas. It includes a SWOT analysis of the seven town centre Character Zones.
3. Regeneration Aims, Objectives and Principles	This chapter builds upon the analysis in the previous chapter setting out key regeneration objectives for the town centre and stating the principles that will underpin and guide its future transformation.
4. Town Centre Vision	This chapter provides the overall vision for the town centre through both a written statement and a Masterplan Diagram. Additionally, it details the three key strategies which form the basis of the Masterplan.
5. Character Zone Strategies	This chapter contains detailed strategies for individual Character Zones and is focused around specific sites, developments and improvements.
6. Viability and	This chapter considers the delivery aspects of the Masterplan. It

Phasing	sets out a strategy for delivery taking into account viability and phasing of key town centre proposals.
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### **Masterplan Aims**

- 4.8 The Local Planning Framework's Core Strategy sets out a vision for the town centre. This has been the starting point for the development of the Masterplan.
- 4.9 The Masterplan has been designed flexibly to facilitate regeneration of the town centre over the next 10 years through phased redevelopment of key sites. It aims to strengthen and diversify the town centre economy and create a quality environment that generates community pride.
- 4.10 The Masterplan proposes a significant level of change in Hemel Hempstead town centre of which there are a number of potential options for delivery of improvements and developments on key sites. As it is a long term and flexible document, the Masterplan will be delivered as a series of projects across a number of phases rather than as a single scheme.
- 4.11 The strategies underpinning the Masterplan have been designed with flexibility in mind so that regeneration can be delivered in a variety of economic and other circumstances.

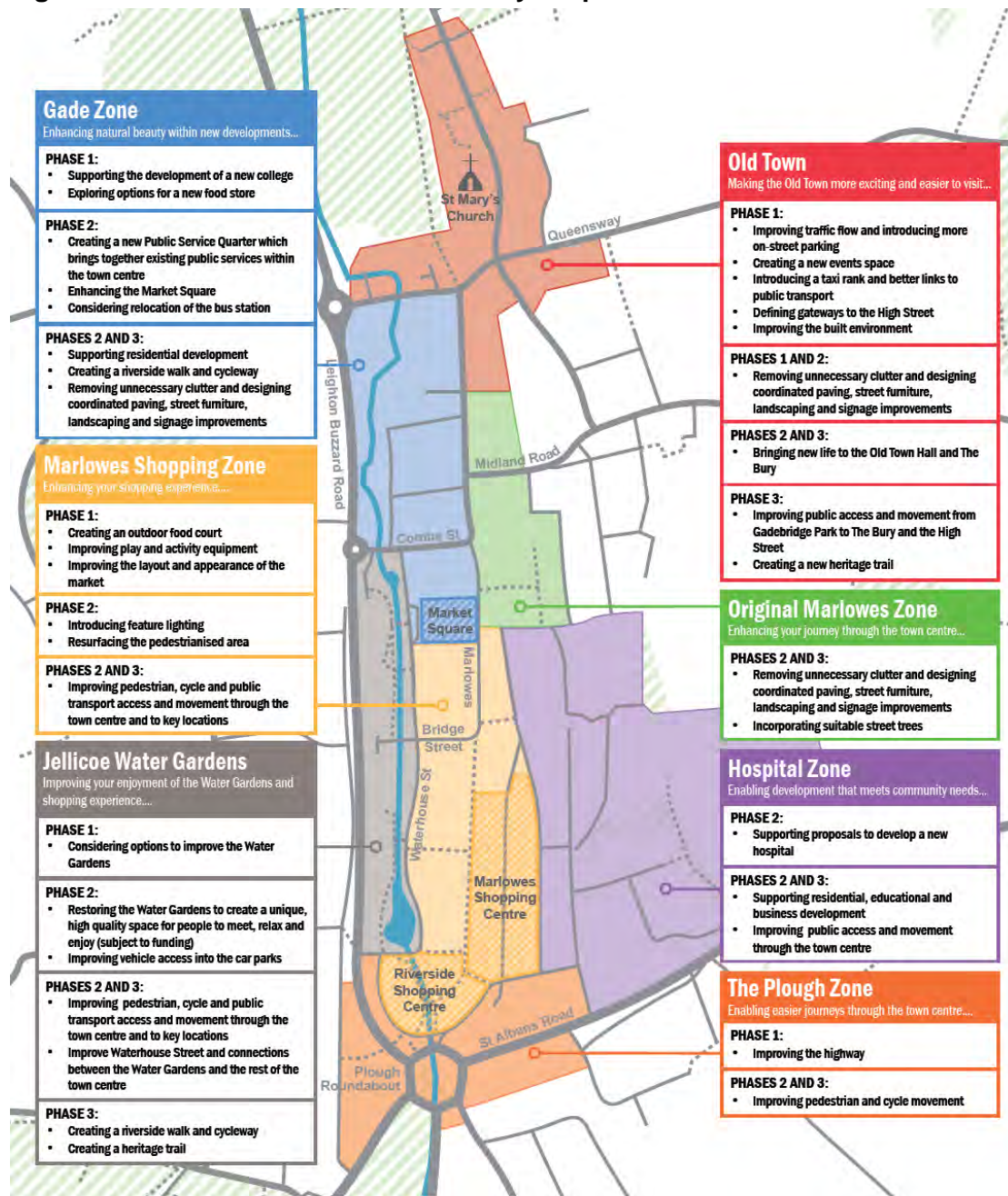
### **Supporting Strategies**

- 4.12 The Masterplan is underpinned by three key supporting strategies.
- 4.13 A Major Land Use Strategy was produced by Allied Morrison Urban Practitioners. This provides a framework for major land uses in Hemel Hempstead town centre, identifies major investment/development opportunities and provides advice on the scale of the opportunities and the locations considered suitable.
- 4.14 The Access and Movement Strategy was produced by JMP consultants. It seeks to balance the needs of all town centre users by promoting a permeable and easily navigable town centre that minimises conflicts between different modes of travel.
- 4.15 The Urban Design (and Heritage) Strategy element of the Masterplan has been developed in house and makes up a large part of Chapter 5. This strategy guides development across the town centre, and will help to support proposals to improve and restore aspects of town centre heritage. In particular it will be used to support Heritage Lottery Fund bids for the Water Gardens.

### **Key Proposals**

- 4.16 The supporting and existing strategies together with stakeholder/public consultation have helped to generate key proposals for each of the character zones in the town centre. Key proposals and timescales for delivery are set out in Figure 1.

Figure 1: Hemel Evolution Brochure: Key Proposals



### **Implementation and Phasing**

- 4.17 A Viability and Phasing Study was commissioned to consider how the Masterplan can be delivered. Allies Morrison Urban Practitioners and DTZ tested the viability of major proposals within the Masterplan and outlined potential options for delivery of them. The delivery advice focuses upon maximum flexibility and the importance of partnership working in bringing forward the development of key sites in a phased way.

### **Next Steps**

- 4.18 The Masterplan is expected to go to public consultation between August and September 2012 and scheduled to go back to cabinet in November subject to approval by Full Council in January 2013.
- 4.19 In the interests of progressing the necessary regeneration of the Town Centre, key proposals including the regeneration potential of the Civic Block and development of a new Public Sector Quarter (PSQ) and the delivery of town centre public realm improvements will run in parallel with the delivery of the Masterplan.

### **5.0 Jellicoe Water Gardens Parks for People Bid**

- 5.1 The Jellicoe Water Gardens is a Grade II Registered Park and Garden – the equivalent type of status afforded to open and landscaped areas as listing is to buildings of special architectural and historic interest.
- 5.2 In November 2011, Cabinet gave support in principle for a submission to the Heritage Lottery Fund Parks for People Programme to seek funding for the restoration of the Water Gardens.
- 5.3 HTA Landscape Design was subsequently commissioned to prepare the HLF Stage 1 Parks for People bid.
- 5.4 Parks for People offers grants for projects that regenerate designed public parks of national, regional or local heritage value. The application must demonstrate the following criteria:
- The community values the park as part of its heritage
  - The park meets local social, economic and environmental needs
  - The parks management actively involves local people.
  - Increasing the range of audiences
  - Conserving and improving the heritage
  - Increasing the range of volunteers
  - Improving skills and knowledge through learning and training
  - Improving management and maintenance
- 5.5 To support the bid, a consultation programme has been undertaken to demonstrate that the Gardens are valued by the community and to capture local people's views for its future. An exhibition celebrating the Water Garden's 50<sup>th</sup> anniversary formed part of the Hemel Evolution consultation event during May 2012, and questions on the Water Gardens were included within the accompanying survey. A short film featuring local people was made in the Water Gardens on 5<sup>th</sup> May to accompany the bid and for publicity

purposes. The views of stakeholders, agencies and officers were considered through a workshop and the proposals were presented to a member briefing. A further consultation event is planned prior to the bid submission, to give local people an opportunity to comment on the plans.

- 5.6 Parks for People has a two stage bidding process. At Stage 1, development funding can be awarded to assist the local authority to make a fully designed and costed application at Stage 2. Bidding is a competitive process and the submission needs to demonstrate value for money in terms of facilities, heritage value, community involvement, partnership working and a long term commitment to the sustainability of the Gardens as a heritage asset. An award can be capital and revenue, and up to £5 million.
- 5.7 The Heritage Lottery Fund would consider an application for 70% funding to be a competitive bid, but with a minimum of 15% from the local authority to demonstrate their commitment to the project. The remainder can come from other sources. Cabinet should note therefore that the likely maximum exposure of the Council would be 30% of the bid costs, but that proposals will be worked up as part of the Stage 2 process to seek funding from other sources including, where possible, s106 obligation receipts.
- 5.8 A successful application receives a full award, if rejected a bid may be resubmitted at a later date. From April 2013 a new Parks for People programme will be launched by the HLF, with amended criteria.
- 5.9 The Water Gardens Design Development Report - Draft, attached as Appendix 4, has been prepared to support the Stage 1 bid and includes a concept plan for the restoration proposals. The Stage 1 bid needs to be submitted by 31<sup>st</sup> August 2012 for a decision in December 2012.
- 5.10 A sensitive approach to restoration is advocated to reinstate Jellicoe's original vision, through the following key principles:
- The original structure will be repaired and restored;
  - Concrete structures (bridges, viewing platforms, edges) will be cleaned and repaired. Replacement will be considered where they are not salvable;
  - Connections to the town centre will be reinstated;
  - Key views will be reinstated through vegetation management and removal of trees and the islands in the southern lake;
  - Surfacing, edgings and furniture will be replaced with a more historically sensitive palette to achieve an aesthetic appropriate to the 1960's scheme;
  - Signage and furniture will be rationalised to reduce clutter;
  - Lighting will be replaced and enhanced;
  - Planting will be renewed and replaced where required to achieve the design aesthetic of the period. However, new proposals will be resilient to climate change and maintainable to ensure that they are sustainable;
  - Water quality will be enhanced and works to the channel carried out to improve flow without affecting the aesthetic of the canal; and
  - Marginal planting will be reintroduced where it is appropriate to the original design.



- 5.11 In addition to the restoration measures, a set of four main new interventions are proposed, including:
- The northern area, currently the play area and car park entrance, transformed into an open grassed area;
  - Green screen to the car park to soften the impact of the decked car park on Lover's Walk;
  - New community building facility inserted into the corner of the existing decked car park to act as a focus for community activity, increase use and provide toilets to enable visitors to stay in the Gardens for longer periods; and
  - Creation of a central hub at the formal flower gardens with a relocated play area, combined with a cafe concession and tables and chairs to increase and diversify use.
- 5.12 The new community building would act as a focus for community activity both within the Gardens and also for the wider town centre. A high quality design is proposed with a flexible internal space to maximise the types of usage. The building could also house new public toilets aiding the redevelopment of the Market Square. For the purposes of the bid, a revenue commitment has been estimated for the operation of the building. For the longer term, the facility could be leased to a suitable operator and the Heritage Lottery Fund has indicated that it would look favourably on a partnership with a social enterprise organisation.
- 5.13 Providing a new community facility in the Water Gardens north car park and relocating the play area to the Water Gardens south car park would result in a loss of 20 – 23 car parking spaces. A further eight spaces would be taken from the Moor End Road car park through the proposal to reinstate the formal ornamental gardens to their original extent. There is sufficient capacity in the upper decked car park to accommodate the displaced usage without a loss of income.
- 5.14 The bid will be supported by three further documents, an Audience Development Plan, Conservation Statement and Hydrology Assessment.
- 5.15 The Hydrology Assessment will provide technical support for the bid and consider the concerns of the Environment Agency relating to the European Water Framework Directive (WFD) legislation. Flood defence consent for the works will also be required from the Environment Agency. The WFD requires all river basins to achieve good ecological and chemical status by 2015. The River Gade is currently ranked as achieving 'moderate' status. In initial consultation, the Environment Agency has indicated that the scheme would not comply with the WFD, as the status of the river through the Gardens would not be improved and it would hinder their aspirations to restore the character of the River Gade to a 'chalk stream'. This view will be explored further with the Environment Agency.
- 5.16 The WFD applies to all UK Main Rivers, including the River Gade, however Article 4.7 of the WFD allows for exemptions and exceptions to be made under certain circumstances through a test procedure. The justification will be submitted to the Environment Agency focussing on the Water Gardens heritage value, registered status, community benefit and minimal intervention of works to the channel.

- 5.17 Article 4.7 requires offsite improvements to mitigate for non compliance to the WFD. One opportunity for these works is at Two Waters, where Dacorum Borough Council is investigating a partnership project with the Environment Agency and other stakeholders to improve a stretch of the River Gade with a view to submitting a Catchment Restoration Fund bid.
- 5.18 At Stage 1 an outline of the issues with the Environment Agency with a strategy for addressing them is sufficient however they will need to be resolved prior to submission at Stage 2.
- 5.19 The proposals for the Water Gardens are designed to demonstrate the HLF's requirements and to achieve Dacorum's aspirations for the Gardens to be a valued and vibrant community space, in keeping with its historical significance.
- 5.20 If the bid succeeds, delivery of the project will require an initial investment from Dacorum Borough Council towards the capital works and an ongoing commitment to maintain the Gardens to a high standard with community involvement.
- 5.21 To facilitate these aspects, the scheme proposes a two year part time Audience Development post during the bid development period. This role will be to support the development of the Friends group, involve the community and stakeholders in the development of the plans and develop links between the Water Gardens and other organisations, including local schools. Initial interest in the Friends group has been captured through the Hemel Evolution consultation event in May and a Jellicoe Water Gardens study day organised by the Garden History Society and Hertfordshire Garden Trust.
- 5.22 As part of the implementation of the capital works, a full time skilled gardener post would be created, dedicated to work in the Gardens. This would be a horticultural specialist who would ensure that high standards are delivered during the initial planting phase, be responsible for ongoing maintenance, supervise the Friends and community groups undertaking works in the Gardens, and provide training expertise. To increase the standards of maintenance in the Gardens, there may be a need for additional seasonal workers, but this will be fully assessed in relation to the Clean Safe and Green resource that is already deployed within the Gardens.
- 5.23 To demonstrate its commitment to training and learning opportunities, the bid proposes creating two apprentice places based in the Gardens, set in accordance with the Council's Apprenticeship Scheme and offering a level 2 diploma in work-based horticulture.
- 5.24 A capital bid of £3.5 million is proposed to the Heritage Lottery Fund to cover capital, revenue and development costs to December 2018. Of these costs, 70% will be sought from the Heritage Lottery Fund.
- 5.25 If the Jellicoe Water Gardens are successful through Stage 2, funding for the project will end in December 2018. Commitment will be required from Dacorum Borough Council to meet additional revenue costs for a skilled gardener, two apprentices, community engagement work and ongoing commitment to the new Community Building. Given the need to assemble both match funding and consider ongoing revenue commitments, further development of the project will need to consider how the works could be

scaled back if necessary, prior to stage 2. A relatively discrete element of the proposals that could be omitted from a Stage 2 submission would be the Community Building, which would save £0.5m on the overall bid (and up to £150K match funding from the Council) and at least £12,000 per annum ongoing revenue costs. Over the course of the next 12 months, Officers will investigate further how the match funding package can be assembled, how appropriate costs can be kept down as the detail of the project is worked up, and value for money delivered, Also, to address how ongoing management of the restored Water Gardens – and the resourcing of that – can best be provided.

- 5.26 Subject to approval by members, the Parks for People Stage 2 bid will be submitted by 31<sup>st</sup> August 2013, with notification of the result in December. Following further project development work the stage 2 bid would follow in August 2013 and if successful works would aim to start on site from summer 2014.
- 5.27 Funding for all project costs, additional revenue and community development work, can be sought through the bid for the period up to December 2018. After this date, the costs any ongoing posts (with the skilled gardener considered the most essential) would fall to Dacorum Borough Council, to fulfil the Heritage Lottery Fund's requirement for a long term commitment to high management and maintenance standards. Should the new community facility remain under Dacorum Borough Council's management, the related operational costs would also need to be considered. In total this additional annual commitment is estimated at circa £61,100 at 2012 rates.

#### **A Sustainable Future for the Water Gardens**

- 5.28 By undertaking a HLF bid and identifying match funding, the Council will be helping to improve one of the largest and most important heritage assets in the town centre. This aspiration was strongly supported by the general public at the Hemel Evolution consultation event.
- 5.29 However, the HLF requires a high standard of maintenance over the grant period, including a ten year management plan and submission for a Green Flag award for a minimum of five years after the capital works are completed. This is in order to provide a sustainable restoration and maintenance plan for its long term future. It has also been recognised by Council Members at a recent briefing (25<sup>th</sup> June 2012) that the ongoing maintenance of the Water Gardens should be addressed.
- 5.30 The proposals include replanting throughout the Gardens and the restoration of the ornamental gardens opposite Bank Court. The planting design and species will be carefully selected to reflect Jellicoe's original aesthetic while providing a sustainable solution which is maintainable and resilient to climate change. Amongst the project outcomes required by the Heritage Lottery Fund are to improve skills and knowledge through learning and training and to increase the range of volunteers. As part of preparing the Stage 2 bid, opportunities for schools, colleges and learning organisations to use the Water Gardens for their activities will be explored. Similarly the Friends of the Water Gardens could develop ownership and be responsible for a planted area, guided by a full-time skilled gardener post. Building these links and promoting the active use of the Water Gardens as a community and learning resource will form part of the new community involvement role.

**Financial implications**

5.31 These are as follows:

Revenue costs

<b>Project</b>	<b>Budget</b>
1 x Full time skilled gardener to provide horticultural expertise added to the establishment from January 2019	£35,000 (Band 8)
1 x Part Time (15 hours per week) person to manage friends group from January 2017	£10,600 (Band 7-8)
Community involvement activities including the Friends group, annual commitment from January 2019	£3,500
Running costs of new community facility, excluding staffing costs (the operating costs for new public toilets are omitted as it is envisaged that the Market Square facility will close)	£12,000
<b>Total</b>	<b>£10,600 pa from Jan 2017</b>  <b>£61,100 pa from Jan 2019</b>

Match funding of Capital works

<b>Project</b>	<b>Budget</b>
Water Gardens HLF Parks for People bid – 30% match funding	£1,050,000
<b>Total</b>	<b>£1,050,000</b>



# **Hemel Hempstead Town Centre Masterplan**

**Sustainability Appraisal Report**

**Appendix A**

**Assessment of Masterplan**

**July 2012**

# Contents

<b>Appendix A: Assessment of Masterplan.....</b>	<b>1</b>
Methodology .....	1
<b>Town Centre Vision .....</b>	<b>3</b>
Town Centre Vision and Three Overarching Strategies: Major Land Use Strategy, Access and Movement Strategy and Urban Design Strategy.....	3
<b>The Character Zones .....</b>	<b>7</b>
The Old Town.....	7
The Gade and Original Marlowes Zones .....	11
Jellicoe Water Gardens.....	15
Hospital Zone.....	18
The Marlowes Shopping Zone.....	21
The Plough Zone .....	24

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## Appendix A: Assessment of Masterplan

### Methodology

The following tables outline the symbols and abbreviations used to document the results of the assessment process.

#### Key to Assessment Scores

Scale		
Symbol	Meaning	Comment
<b>L</b>	Local	Within the settlement and immediate vicinity
<b>R</b>	Regional	Within Dacorum Borough and neighbouring local authorities
<b>N</b>	National	UK or a wider global impact

Permanence		
Symbol	Meaning	Comment
<b>P</b>	Permanent	E.g. Effects lasting during and beyond the life of the plan
<b>T</b>	Temporary	E.g. Effects during construction

Timescale	
<b>In the Short Term</b>	0-10 years
<b>In the Medium Term</b>	10-20 years
<b>In the Long Term</b>	After life of plan

Significance Assessment	Description
✓✓	Very sustainable - Option is likely to contribute significantly to the SA/SEA objective
✓	Sustainable - Option is likely to contribute in some way to the SA/SEA objective
?	Uncertain – It is uncertain how or if the Option impacts on the SA/SEA objective
–	Neutral – Option is unlikely to impact on the SA/SEA objective
x	Unsustainable – Option is likely to have minor adverse impacts on the SA/SEA objective
xx	Very unsustainable – Option is likely to have significant adverse impacts on the SA/SEA objective

The table below outlines the Sustainability Objectives that have been used to focus the assessment process and details the reference term which is used in the assessment tables for the sake of brevity. The full framework of objectives can be found in the main report.

<b>SA Objective</b>		<b>Reference Term</b>
1	To protect, maintain and enhance biodiversity and geodiversity at all levels, including the maintenance and enhancement of Biodiversity Action Plan habitats and species in line with local targets	Biodiversity
2	To protect, maintain and enhance water resources (including water quality and quantity) while taking into account the impacts of climate change	Water quality/ quantity
3	Ensure that new developments avoid areas which are at risk from flooding and natural flood storage areas	Flood risk
4	Minimise development of land with high quality soils and minimise the degradation/loss of soils due to new developments	Soils
5	Reduce the impacts of climate change, with a particular focus on reducing the consumption of fossil fuels and levels of CO <sub>2</sub>	Greenhouse gas emissions
6	Ensure that developments are capable of withstanding the effects of climate change (adaptation to climate change)	Climate change proof
7	Achieve good air quality, especially in urban areas	Air Quality
8	Maximise the use of previously developed land and buildings, and the efficient use of land	Use of brownfield sites
9	To use natural resources, both finite and renewable, as efficiently as possible, and re-use finite resources or recycled alternatives wherever possible	Resource efficiency
10	To identify, maintain and enhance the historic environment and cultural assets	Historic & cultural assets
11	To conserve and enhance landscape and townscape character and encourage local distinctiveness	Landscape & Townscape
12	To encourage healthier lifestyles and reduce adverse health impacts of new developments	Health
13	To deliver more sustainable patterns of location of development.	Sustainable locations
14	Promote equity & address social exclusion by closing the gap between the poorest communities and the rest	Equality & social exclusion
15	Ensure that everyone has access to good quality housing that meets their needs	Good quality housing
16	Enhance community identity and participation	Community Identity & participation
17	Reduce both crime and fear of crime	Crime and fear of crime
18	Achieve sustainable levels of prosperity and economic growth	Sustainable prosperity and growth
19	Achieve a more equitable sharing of the benefits of prosperity across all sectors of society and fairer access to services, focusing on deprived areas in the region	Fairer access to services
20	Revitalise town centres to promote a return to sustainable urban living	Revitalise town centres



## Town Centre Vision

### Town Centre Vision and Three Overarching Strategies: Major Land Use Strategy, Access and Movement Strategy and Urban Design Strategy

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	Emphasising the natural assets of the town during its regeneration could have a positive effect on biodiversity. Improvements to open spaces within the town centre, particularly beside the River Gade, could have a positive effect on this objective should these open spaces include green infrastructure. In addition, there is a high level of greenspace surrounding the town centre, which could also indirectly benefit from improvements to the town centre, such as through increased use.	<b>P</b>	<b>L</b>	✓	✓	✓
2	Water quality/ quantity	The restoration of the Jellicoe Water Gardens may have a minor positive effect on water quality.	<b>P</b>	<b>L</b>	✓	✓	✓
3	Flood risk	Part of the area is located within floodzones 2 and 3. However, a flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	<b>P</b>	<b>L</b>	?	?	?
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Giving greater priority to walking, cycling and public transport, for example through re-allocating road space in favour of non-car uses, providing additional cycle parking, improving signage and navigation and by reducing barriers to movement, should help to reduce the reliance on private cars with associated reductions in ghg emissions. Other measures which should also have a positive effect on this objective include developing a north south pedestrian corridor along the River Gade, improving east west links across the town centre for pedestrians and cyclists, relocating the bus and coach interchange to a more central location and creating a shared surface and traffic calming on Waterhouse Street. The introduction of a one way system in the Old Town which offers an opportunity to improve the	<b>P</b>	<b>N</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
		environment for pedestrians and cyclists, to traffic calm the High Street and to encourage the return of a bus service should also help to progress this objective.					
6	Climate change proof	No predicted effects.	-	-	-	-	-
7	Air Quality	Giving greater priority to walking, cycling and public transport, for example through re-allocating road space in favour of non-car uses, providing additional cycle parking, improving signage and navigation and by reducing barriers to movement, should help to reduce the reliance on private cars with associated reductions in airborne emissions. Other measures which should also have a positive effect on this objective include developing a north-south pedestrian corridor along the River Gade, improving east-west links across the town centre for pedestrians and cyclists, relocating the bus and coach interchange to a more central location and creating a shared surface and traffic calming on Waterhouse Street. The introduction of a one way system in the Old Town which offers an opportunity to improve the environment for pedestrians and cyclists, to traffic calm the High Street and to encourage the return of a bus service should also help to progress this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
8	Use of brownfield sites	The proposals for the regeneration of the town centre progress this objective by making use of previously developed land.	<b>P</b>	<b>L</b>	✓	✓	✓
9	Resource efficiency	No predicted effects.	-	-	-	-	-
10	Historic & cultural assets	Emphasising the cultural assets of the town during its regeneration should have a positive effect on this SA objective. The plan to limit development in the Old Town and Jellicoe Water Gardens zones and instead aspire to protect and where possible enhance their existing character should help to progress this objective.  Restoration of the Jellicoe Water Gardens should also have a positive effect on this objective. As should, ensuring that any development associated with the Water Gardens is sensitive to its character and setting.	<b>P</b>	<b>L</b>	✓	✓	✓
11	Landscape & Townscape	Providing a high quality environment which emphasises the natural and cultural assets of the town should have a positive effect on townscape.  Restoration of the Jellicoe Water Gardens should also have a positive effect on this objective.	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
12	Health	Placing greater emphasis on the needs of pedestrians and cyclists, for example through developing a north-south pedestrian and cycling route along the River Gade corridor, providing additional cycle parking and reducing barriers to movement, should encourage more active travel thereby leading to healthier lifestyles.  If the policy leads to a reduction in private car use, particularly, in the town centre this could improve air quality which may have public health benefits.	P	L	✓	✓	✓
13	Sustainable locations	Providing new and enhanced retail and leisure development within the town centre should reduce the need to travel to neighbouring key centres thereby helping to progress this SA objective.	P	L	✓	✓	✓
14	Equality & social exclusion	Providing new and enhanced retail, leisure, health care, education and open space facilities within the town centre should improve the provision of community facilities. Measures to improve access to and within the town centre by walking, cycling and public transport should also help to progress this objective by making it more accessible to those without access to a private car and to those with restricted mobility.	P	L	✓	✓	✓
15	Good quality housing	Delivering new homes in the town centre should have a positive effect on this SA objective.	P	L	✓	✓	✓
16	Community Identity & participation	Regenerating the town centre, while emphasising its natural and cultural assets, should help to improve the quality of the town centre thereby making it a more attractive place in which to shop, work, live, learn and visit.	P	L	✓	✓	✓
17	Crime and fear of crime	The Index of Multiple Deprivation for crime identifies the town centre area as being an area where crime is an issue. Providing high quality environments may help in designing out crime.	-	-	?	?	?
18	Sustainable prosperity & growth	The vision and strategies to regenerate the town centre support this objective and should have a significant positive effect on the local economy. For example, providing new and enhanced retail and leisure within the town centre should help to provide local employment opportunities. Providing a high quality environment should also support this objective.	P	L	✓✓	✓✓	✓✓
19	Fairer access to services	Providing new and enhanced retail and leisure within the town centre should help to provide local employment opportunities.	P	L	✓	✓	✓

SA Objective		Assessment of Effect						
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects			
					In the short term	In the medium term	In the long term	
		Measures to improve access by walking, cycling and public transport should also help to progress this objective by improving access to employment opportunities for those without access to a car.						
20	Revitalise town centres	The vision and strategies to regenerate the town centre directly support this objective.	<b>P</b>	<b>L</b>	✓✓	✓✓	✓✓	
Recommendations		It is recommended that the overarching strategy encourages designs that will help towards adaptation to climate change, such as the use of SUDS, green roofs, street planting. The strategy could also consider encouraging the delivery of renewable energy schemes, such as district heating.						
Summary of Assessment		<p>The vision and three overarching strategies have been assessed as having positive effects against the majority of SA objectives. Emphasising the natural and cultural assets of the town during its regeneration could have a positive effect on biodiversity, historic and cultural assets, and townscape. Giving greater priority to walking, cycling and public transport should help to reduce the reliance on private cars with associated reductions in greenhouse gas and airborne emissions. It should also help to encourage healthier lifestyles.</p> <p>The provision of new and enhanced housing, retail, leisure, health care, education and open space facilities within the town centre is identified as having positive effects on the social objectives. Significant positive effects have been forecast for two of the economic objectives, 'sustainable prosperity &amp; growth' and 'revitalise town centres', with these being directly supported by the vision and strategies' aims to regenerate the town centre.</p> <p>Uncertain effects have been identified for the flood risk objective, as some of the plan area is within a flood zone, and crime, as providing high quality environments may help in designing out crime.</p>						

## The Character Zones

### The Old Town

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	No predicted effects.	-	-	-	-	-
2	Water quality/ quantity	No predicted effects.	-	-	-	-	-
3	Flood risk	Part of this area is located within floodzones 2 and 3. However, a flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	<b>P</b>	<b>L</b>	<b>?</b>	<b>?</b>	<b>?</b>
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	The proposals to create a one way system, make highway and public realm improvements and improve the bus service and link to the River Gade Walk and Cycle Way should help to reduce the reliance on private cars with associated reductions in ghg emissions.	<b>P</b>	<b>N</b>	✓	✓	✓
6	Climate change proof	No predicted effects.	-	-	-	-	-
7	Air Quality	The proposals to create a one way system, make highway and public realm improvements and improve the bus service and link to the River Gade Walk and Cycle Way should help to reduce the reliance on private cars with associated reductions in airborne emissions.	<b>P</b>	<b>L</b>	✓	✓	✓
		Improving traffic flow will have uncertain effects on airborne emissions. Freer flowing traffic would result in reduced emissions over stop-start flow, but if this then results in increased volumes of traffic there would be a counteracting effect.	<b>P</b>	<b>L</b>	<b>?</b>	<b>?</b>	<b>?</b>
8	Use of brownfield sites	No predicted effects.	-	-	-	-	-
9	Resource	No predicted effects.	-	-	-	-	-

SA Objective		Assessment of Effect						
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects			
					In the short term	In the medium term	In the long term	
	efficiency							
10	Historic & cultural assets	This zone contains many Listed Buildings, is within an area of archaeological significance and the majority is also in a Conservation Area. The objectives to reinforce the historic character of the area and enrich the public realm and to preserve the built environment which has special architectural and historical importance support this SA objective. <b>St Mary's Church and the other Listed Buildings</b> within the zone should be protected.  The introduction of a new heritage trail should help to promote public education and enjoyment of the area.	<b>P</b>	<b>L</b>	✓	✓	✓	
11	Landscape & Townscape	Reinforcing the historic character of the area and enriching the public realm and preserving the built environment should have a positive effect on this SA objective. For example, improving the public realm along the High Street and around the gateways to the zone, minimising public realm clutter and signage, maintaining the tight network of buildings and strong sense of enclosure, and respecting the density, compact urban form and building heights should all help to protect and enhance the townscape. Retaining the views of and settings of notable landmarks such as St Marys Church, the Old Town Hall and the Bury should also help to progress this objective.	<b>P</b>	<b>L</b>	✓	✓	✓	
12	Health	Improving pedestrian and cycle links could allow for increased daily physical activity. Reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community.	<b>P</b>	<b>L</b>	✓	✓	✓	
13	Sustainable locations	Ensuring the Old Town is integrated with the overall town centre, by improving connections and delivering co-ordinated signage and waymarking, should have a positive effect on this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓	
14	Equality & social exclusion	The provision of a new events space for future specialist markets and events support this objective by providing a new community facility. In addition, improvements to the Old Town Hall, such as providing a café, should also have a positive effect, whilst improving pedestrian and cycle links will help to make the Old Town more accessible to those with restricted mobility.	<b>P</b>	<b>L</b>	✓	✓	✓	
15	Good quality	No predicted effects.	-	-	-	-	-	

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
Justification and Evidence							
	housing						
16	Community Identity & participation	Enhancing the quality of this zone should help to improve the quality of life in the urban area by making the Old Town a more attractive place to live, work and visit.	P	L	✓	✓	✓
17	Crime and fear of crime	Improving the public realm, including the provision of active frontages, may help in designing out crime.	-	-	?	?	?
18	Sustainable prosperity & growth	The objectives to bring new life to the Old Town and the Bury, and the economy in the zone in general and to improve public access and movement from Gadebridge Park to the Bury and the High Street support this SA objective.  <b>Developing the Old Town's</b> economic, retail, food and drink offer supports the local economy and should improve the economic performance of the zone itself, as should improving the connections between the Old Town and the wider town centre and delivering co-ordinated signage and way finding which should encourage more integrated use of the different zones.  The provision of a new events space for future specialist markets and events will also support this objective.	P	L	✓	✓	✓
19	Fairer access to services	<b>Developing the Old Town's</b> economic, retail, food and drink offer should create job opportunities in the service sector. In addition, enhancing the quality of the zone may help to create further job opportunities should the zone become more attractive to other businesses.	P	L	✓	✓	✓
20	Revitalise town centres	Enhancing the quality of this zone, for example by improving the public realm, should improve its attractiveness thereby helping to revitalise the town centre. Ensuring this zone is well integrated with the overall town centre should also have a positive effect on helping to revitalise the town centre. The effects are considered to be significant.	P	L	✓✓	✓✓	✓✓
Summary of Assessment		The strategy for the Old Town has been assessed as having positive effects against the majority of SA objectives. The objectives to reinforce the historic character of the area and enrich the public realm and to preserve the built environment which has special architectural and historical importance should have positive effects on the historic and cultural assets and townscape SA objectives. The proposals to make highway and public realm improvements and improve the bus service and link to the River Gade Walk and Cycle Way should help to reduce the reliance on					

SA Objective	Assessment of Effect					
	Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
				In the short term	In the medium term	In the long term
	<p>private cars with associated reductions in ghg and airborne emissions and allow for increased daily physical activity.</p> <p>A significant positive effect has been identified for the SA objective to 'revitalise town centres' as a result the plans to enhance the quality of zone and ensure that it is better integrated with the overall town centre. Minor positive effects have been forecast for the other social and economic objectives, as a result of proposals which will make the zone a more attractive place to live, work and visit.</p> <p>Uncertain effects have been identified for the flood risk objective as a small part of the Old Town is within a flood zone, and crime as improving the public realm, including the provision of active frontages, may help in designing out crime. In addition, there is some uncertainty in relation to effects on air quality as a result of the proposed improvements to traffic flow. Freer flowing traffic would result in reduced emissions over stop-start flow, but if this then results in increased volumes of traffic there would be a counteracting effect.</p>					



## The Gade and Original Marlowes Zones

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.	Permanence	Scale	Significance of Effects		
					Justification and Evidence	In the short term	In the medium term
1	Biodiversity	Enhancing the natural and public environment along the River Gade, along with provision of green links between the Market Square and Water Gardens should have a minor positive effect on this objective. Planting street trees along Marlowes also supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
2	Water quality/ quantity	The River Gade runs through this zone. Enhancing the natural and public environment along the river could have an indirect positive effect on water quality. However, developments within this zone close to the river may have an adverse effect on water quality and this will need to be closely controlled and monitored.	<b>P</b>	<b>L</b>	?	?	?
3	Flood risk	The Gade zone is partly located within flood zones 2 and 3, while the Original Marlowes zone is in a low flood risk zone. A flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	<b>P</b>	<b>L</b>	?	?	?
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Improving pedestrian and cycle links, for example through the delivery of the River Gade Walk and Cycle Way, by providing new and enhanced east-west pedestrian connections and by providing better connections with the other zones could encourage use of more sustainable modes of transport thereby reducing greenhouse gas emissions from transport. Other measures which should also have a positive effect on this objective include giving pedestrians and <b>cyclists'</b> priority over vehicles on Waterhouse Street, replacing the bus station with a new bus station in a more central location on Bridge Street/Marlowes and an improved public realm.	<b>P</b>	<b>N</b>	✓	✓	✓
6	Climate change proof	Planting street trees along Marlowes supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
7	Air Quality	Improving pedestrian and cycle links, for example through the delivery of the River Gade Walk and Cycle Way, by providing new and enhanced east-west pedestrian connections and by providing better connections with the other zones could	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
Justification and Evidence							
		encourage use of more sustainable modes of transport thereby reducing airborne emissions from transport. Other measures which should also have a positive effect on this objective by encouraging more sustainable travel include giving pedestrians and <b>cyclists'</b> priority over vehicles on Waterhouse Street, replacing the bus station with a new bus interchange in a more central location on Bridge Street/Marlowes, <u>additional cycle parking and an improved public realm.</u>					
		New road access to the zone from Leighton Buzzard Road and moving the bus station may affect local air quality although the effects are uncertain as it they will be dependent on how this alters traffic volumes and flows.	<b>P</b>	<b>L</b>	<b>?</b>	<b>?</b>	<b>?</b>
8	Use of brownfield sites	Regeneration of employment areas to provide homes and other economic and community facilities will help to progress this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
9	Resource efficiency	No predicted effects.	-	-	-	-	-
10	Historic & cultural assets	The objectives to improve the building fascias of listed buildings along the Marlowes and respect the character and setting of heritage assets including the River Gade, Gadebridge Park, the Bury, the Old Town and listed buildings support this SA objective. The northern ends of the zones are adjacent to a Conservation Area and an area of archaeological significance and therefore maintaining the vista towards St <b>Mary's Church</b> in the Old Town should also help to progress this objective. Improving, in the long term, the architectural frontage which overlooks the Old Town also supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
11	Landscape & Townscape	Regenerating old civic, education and employment areas into mixed use <b>developments could improve the zone's townscape</b> , as should the objectives to improve the quality of the streetscape, to develop landmark buildings at the areas gateways and improving the fascias of listed buildings and buildings of less architectural merit along Marlowes. Providing an enhanced and regenerated Market Square and enhancing the natural and public environment along the River Gade <b>could also help to improve the zone's townscape character.</b>  Improving the public realm around Queensway, Marlowes, Market Square and Waterhouse Street by delivering new paving, lighting, street furniture and some improved buildings fascias supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.	Permanence	Scale	Significance of Effects		
					Justification and Evidence	In the short term	In the medium term
		Ensuring that development respects the setting of the River Gade and that buildings in the vicinity of important public realm, such as the River Gade Walk and Cycle Way, have attractive and welcoming frontages should have a positive effects on townscape.					
12	Health	Improving pedestrian and cycle links, such as the River Gade Walk and Cycle Way, could allow for increased daily physical activity. Reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community. It is not clear whether the existing GP surgery will remain within this zone.	<b>P</b>	<b>L</b>	✓	✓	✓
13	Sustainable locations	Providing a mix of uses should progress this SA objective by integrating housing, employment and other community facilities.	<b>P</b>	<b>L</b>	✓	✓	✓
14	Equality & social exclusion	Providing housing along with a new public service quarter, a new college, a new food store, and a new hub for leisure and cultural uses should have a positive effect on this SA objective. Improving pedestrian and cycle links will help improve accessibility for those without access to a private car and for those with limited mobility.	<b>P</b>	<b>L</b>	✓	✓	✓
15	Good quality housing	Providing high quality housing within this zone should have a positive effect on this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
16	Community Identity & participation	Regenerating this zone should help to improve the quality of life in the urban area by making the town centre a more attractive place to live, work and visit. In particular, providing new community facilities, such as new leisure and cultural facilities will help to progress this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
17	Crime and fear of crime	Improving the public realm, including the provision of active frontages and improved lighting, may help in designing out crime.	<b>P</b>	<b>L</b>	?	?	?
18	Sustainable prosperity & growth	Improving the retail, leisure and business offer in the zone should attract people to the area, having a positive effect on the economy. The provision of a new public service quarter, new food store, new leisure facilities and a new college at the northern end of the zone should help to support this end of the town. The provision of a new food store should attract people to the area and also encourage linked trips. Providing new employment opportunities within this zone, for example within the new food store and the new hub for leisure and cultural uses, should help to	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect						
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects			
					In the short term	In the medium term	In the long term	
		support this objective.						
19	Fairer access to services	Providing new employment opportunities within this zone, for example within the new food store and the new hub for leisure and cultural uses, should help to support this objective.	P	L	✓	✓	✓	
20	Revitalise town centres	The proposed strategy for this zone encourages a mixed use development within the town centre, thereby helping to progress this SA objective. Ensuring this zone is well integrated with the overall town centre should also have a positive effect on helping to revitalise the town centre. The effects are considered to be significant.	P	L	✓✓	✓✓	✓✓	
Summary of Assessment		<p>The strategy for the Gade and Original Marlowes Zone has been assessed as having positive effects against the majority of SA objectives. For example, enhancing the natural and public environment along the River Gade, along with provision of green links between the Market Square and Water Gardens should have a minor positive effect on the biodiversity. In addition, regenerating the old civic, education and employment areas into mixed use <b>developments could improve the zone's townscape</b>, as should the objectives to improve the quality of the streetscape, to develop landmark buildings at the areas gateways and improving the fascias of listed buildings and buildings of less architectural merit along Marlowes.</p> <p>A significant positive effect has been identified for the SA objective to 'revitalise town centres', as a result strategy to encourage mixed use development and ensure that the zone is integrated with the overall town centre. Minor positive effects have been forecast for the other social and economic objectives, as a result of proposals which will make the zone a more attractive place to live, work and visit.</p> <p>The River Gade runs through this zone. Enhancing the natural and public environment along the river could have an indirect positive effect on water quality. However, developments within this zone close to the river may have an adverse effect on water quality and this will need to be closely controlled and monitored. Effects on water quality have therefore been identified as uncertain. The Gade zone is also partly located within flood zones 2 and 3 and uncertain effects have therefore also been identified for flood risk. There is some uncertainty in relation to effects on air quality, as a result of new road access to the zone from Leighton Buzzard Road and moving the bus station. Both of these measures may affect local air quality although the effects are dependent on how this alters traffic volumes and flow. Uncertain effect have been identified for the SA objective on crime as improving the public, including the provision of active frontages and improved lighting, may help in designing out crime.</p>						

## Jellicoe Water Gardens

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	Restoring the Water Gardens should have a positive effect on biodiversity and <b>contribute to improving the Borough's green infrastructure</b> . Planting street trees along Bridge Street also supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
2	Water quality/ quantity	Improving the flow of the River Gade should have a positive effect on water quality. However, developments within this zone close to the river may have an adverse effect on water quality and this will need to be closely controlled and monitored.	<b>P</b>	<b>L</b>	✓	✓	✓
3	Flood risk	This is partly located within flood zones 2 and 3. A flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	<b>P</b>	<b>L</b>	?	?	?
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Delivering the River Gade Walk and Cycle Way through the Water Gardens and improving other pedestrian and cycle links could encourage use of more sustainable modes of transport thereby reducing greenhouse gas emissions from transport. Other measures which should also have a positive effect on this objective include giving pedestrians and cyclists priority over vehicles on Waterhouse Street.	<b>P</b>	<b>N</b>	✓	✓	✓
6	Climate change proof	Improving the Water Gardens and planting street trees along Bridge Street supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
7	Air Quality	Delivering the River Gade Walk and Cycle Way through the Water Gardens and improving other pedestrian and cycle links could encourage use of more sustainable modes of transport thereby reducing airborne emissions from transport. Other measures which should also have a positive effect on this objective include giving pedestrians and cyclists priority over vehicles on Waterhouse Street.	<b>P</b>	<b>L</b>	✓	✓	✓
8	Use of brownfield sites	Regeneration of parts of the zone to provide leisure and other community facilities, including potentially the new civic centre, will help to progress this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
9	Resource efficiency	No predicted effects.	-	-	-	-	-

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
10	Historic & cultural assets	Restoring the Water Gardens (a registered Park of Special Historic Interest) to their original design and creating a long term maintenance plan supports this SA objective. The introduction of a new heritage trail should help to promote public education and enjoyment of the area.	<b>P</b>	<b>L</b>	✓	✓	✓
11	Landscape & Townscape	Restoring the Water Gardens (a registered Park of Special Historic Interest) to their original design supports this SA objective, as do numerous of the other plans for example the proposed improvements to the quality of the public realm, the proposed new street furniture and lighting, the proposed screening of service and delivery yards along Waterhouse Street and the aim to protect key views and vistas.	<b>P</b>	<b>L</b>	✓	✓	✓
12	Health	Restoring the Water Gardens as well as improving pedestrian and cycle links could allow for increased daily physical activity. Reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community.  Restoring the Water Gardens could improve community well-being and encourage healthier lifestyles. It could also help people to interact socially.	<b>P</b>	<b>L</b>	✓	✓	✓
13	Sustainable locations	Ensuring that the Water Gardens are integrated with the town centre by improving east-west connections should have a positive effect in this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
14	Equality & social exclusion	Restoring the Water Gardens, creating a new play area and providing public access along the River Gade will help to progress this SA objective, as will the provision of leisure and cultural uses along Waterhouse Street. Improving pedestrian and cycle links will help improve accessibility for those without access to a private car and for those with limited mobility.	<b>P</b>	<b>L</b>	✓	✓	✓
15	Good quality housing	No predicted effects.	-	-	-	-	-
16	Community Identity & participation	Restoring the Water Gardens, along with other public realm improvements in this zone, should help to improve the quality of life in the urban area by making the town centre a more attractive place to live, work and visit.	<b>P</b>	<b>L</b>	✓	✓	✓
17	Crime and fear of crime	Improving lighting and tree works to improve light and visibility within the Water Gardens may help in designing out crime. Creating an active frontage along Waterhouse Street may also progress this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
18	Sustainable	Restoring the Water Gardens will help to develop a high quality environment in the	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
	prosperity & growth	town centre which should support the local economy. Enhanced leisure and cultural uses along Waterhouse Street could help to encourage the evening economy. If the northern decked car park is not developed as the new Public Service Quarter, the site could provide for other employment opportunities in the future.					
19	Fairer access to services	Enhanced leisure and cultural uses along Waterhouse Street could provide some employment opportunities. If the northern decked car park is not developed as the new Public Service Quarter, the site could also provide for other employment opportunities in the future.	<b>P</b>	<b>L</b>	✓	✓	✓
20	Revitalise town centres	Restoring the Water Gardens will help to develop a high quality town centre and should have a significant positive effect on helping to revitalise the town centre.	<b>P</b>	<b>L</b>	✓✓	✓✓	✓✓
Summary of Assessment		<p>The strategy for the Jellicoe Water Gardens has been assessed as having positive effects against the majority of environmental, social and economic SA objectives. Restoring the Water Gardens to their original design and creating a long term maintenance plan should have a positive effect on 'biodiversity', 'historic &amp; cultural assets', 'townscape', 'equality &amp; social exclusion', 'community participation', while delivering the River Gade Walk and Cycle Way through the Water Gardens and improving other pedestrian and cycle links could encourage use of more sustainable modes of transport thereby reducing greenhouse gas and airborne emissions from transport and encourage healthier lifestyles.</p> <p>Restoring the Water Gardens has been identified as likely to have a significant positive effect on 'revitalising the town centre'. Developing a high quality environment in the town centre should also help to support the local economy. Only one uncertainty has been identified relating to flood risk, as a result of part of the zone being located in a flood zone.</p>					

## Hospital Zone

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	The majority of Paradise Fields, which is a wildlife site, will be retained as green open space. Improving accessibility to Paradise Fields also supports this objective. However part of the site will become school playing fields which could have some impacts on biodiversity.	<b>P</b>	<b>L</b>	✓	✓	✓
2	Water quality/ quantity	No predicted effects.	-	-	-	-	-
3	Flood risk	This area is in low flood risk zone. A flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	-	-	-	-	-
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Improving pedestrian and cycle links could encourage use of more sustainable modes of transport thereby reducing greenhouse gas emissions from transport. Linking the new residential developments into the existing public transport routes also supports this objective.	<b>P</b>	<b>N</b>	✓	✓	✓
6	Climate change proof	Maintaining Paradise Fields as green open space and planting street trees supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
7	Air Quality	Improving pedestrian and cycle links could encourage use of more sustainable modes of transport thereby reducing emissions to air from transport. Linking the new residential developments into the existing public transport routes also supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
8	Use of brownfield sites	Redeveloping old employment and hospital sites will help to progress this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
9	Resource efficiency	No predicted effects.	-	-	-	-	-
10	Historic & cultural assets	No predicted effects.	-	-	-	-	-
11	Landscape &	Redeveloping old employment and hospital sites and improving the quality of the	<b>P</b>	<b>L</b>	✓	✓	✓



SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
Justification and Evidence							
	Townscape	public realm should help to progress this SA objective by improving the quality of the townscape. Protecting key views and vistas to the rest of the town also supports this objective, as does ensuring that development of the area respects the character, scale and footprint of the existing housing supports this objective.					
12	Health	The provision of modern health care facilities within the zone, as a result of the reconfiguration of the hospital facilities, supports this objective. Relocating and concentrating the hospital buildings closer to the town centre would improve access for those arriving by foot or bus, although the steep topography limits the scope to dramatically improve measures for pedestrians or cyclists.  Improving pedestrian and cycle links and protecting the open space at Paradise Fields could allow for increased daily physical activity. In addition, reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community.	<b>P</b>	<b>L</b>	✓	✓	✓
13	Sustainable locations	The residents of Hemel Hempstead will have good access to the hospital facility due to its closeness to the town centre. In addition, providing a mix of uses should progress this SA objective by integrating housing, employment and other community facilities, including a primary school.	<b>P</b>	<b>L</b>	✓	✓	✓
14	Equality & social exclusion	The residents of Hemel Hempstead will have good access to the hospital facility due to its closeness to the town centre. Improving accessibility to Paradise Fields also supports this objective. The provision of a new primary school progresses this objective. Improving pedestrian and cycle links will help improve accessibility for those without access to a private car and for those with limited mobility.	<b>P</b>	<b>L</b>	✓	✓	✓
15	Good quality housing	Providing high quality housing within this zone should have a positive effect on this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
16	Community Identity & participation	Redeveloping old employment and hospital sites, along with other public realm improvements, should help to improve the quality of life in the urban area by making the town centre a more attractive place to live, work and visit.	<b>P</b>	<b>L</b>	✓	✓	✓
17	Crime and fear of crime	Improving the public realm may help in designing out crime.	<b>P</b>	<b>L</b>	?	?	?
18	Sustainable prosperity &	Retaining core businesses in this zone, in particular the hospital should help to support the local economy.	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
	growth						
19	Fairer access to services	Retaining core businesses in this zone, in particular the hospital should help to progress this objective by providing local employment opportunities.	P	L	✓	✓	✓
20	Revitalise town centres	The proposed strategy for this zone encourages a mixed use development within the town centre, thereby helping to progress this SA objective. Improving access to and within this zone, should also have a positive effect on helping to revitalise the town centre. The effects are considered to be significant.	P	L	✓✓	✓✓	✓✓
Summary of Assessment		<p>The strategy for the hospital zone has been assessed as likely to have minor positive effects on the majority of the SA objectives. Positive effects have been forecast for the environmental objectives due to plans to retain and improve access to Paradise Fields Wildlife Site, to regenerate old employment and hospital sites, to improve the quality of the public realm, and to improve pedestrian and cycle links, which would be positive for 'biodiversity', 'landscape &amp; townscape', 'ghg emissions' and 'air quality' respectively.</p> <p>The provision of modern health care facilities within the zone, as a result of the reconfiguration of the hospital facilities, supports the objective on health, as does the retention of Paradise Fields and improving pedestrian and cycle links which could encourage healthier lifestyles. Retaining the hospital, the core business of the zone, supports the economic objectives by maintaining local employment opportunities. While the provision of new mixed use developments supports the housing objectives. A significant positive effect has been identified for the SA objective to 'revitalise town centres', as a result strategy to encourage mixed use development and improve access to and within the zone.</p> <p>An uncertain effect has been identified for the SA objective on crime, as improving the public realm may help to design out crime.</p>					

## The Marlowes Shopping Zone

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	No predicted effects.	-	-	-	-	-
2	Water quality/ quantity	The River Gade runs through the south-west corner of this zone and therefore any developments close to the river may have an adverse effect on water quality and this will need to be closely controlled and monitored.	<b>P</b>	<b>L</b>	?	?	?
3	Flood risk	Part of this area is located within floodzones 2 and 3. However, a flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	<b>P</b>	<b>L</b>	?	?	?
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Improving the pedestrian streetscape and pedestrian links into and within the zone could encourage use of more sustainable modes of transport thereby reducing greenhouse gas emissions from transport. In addition, creating a new bus interchange, improving signage, and providing additional cycle parking also supports this objective.	<b>P</b>	<b>N</b>	✓	✓	✓
6	Climate change proof	No predicted effects.	-	-	-	-	-
7	Air Quality	Improving the pedestrian streetscape and pedestrian links could encourage use of more sustainable modes of transport thereby reducing emissions to air from transport. In addition, creating a new bus interchange, improving signage, and providing additional cycle parking also supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
		Creating a new bus station may affect local air quality although the effects are uncertain as it they will be dependent on how this alters traffic volumes and flows.	<b>P</b>	<b>L</b>	?	?	?
8	Use of brownfield sites	Restoration and enhancement of the new town heritage frontages along Bridge Street and Marlowes and restoring and enhancing the buildings along Bank Court will help to progress this SA objective, as will refurbishing existing buildings for residential use.	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
9	Resource efficiency	No predicted effects.	-	-	-	-	-
10	Historic & cultural assets	Enhancing the areas within the zone of special New Town heritage value, such as Bank Court and buildings of note either side of Bridge Street, supports this objective.	P	L	✓	✓	✓
11	Landscape & Townscape	Regeneration of the original New Town buildings and the ramped area should help to progress this SA objective by improving the quality of the townscape. In addition, improving the pedestrian streetscape, in particular within the pedestrianised areas, should also have a positive effect on this SA objective.	P	L	✓	✓	✓
12	Health	Improving the pedestrian streetscape and pedestrian links could allow for increased daily physical activity. The provision of a new play area also supports this objective. Reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community.	P	L	✓	✓	✓
13	Sustainable locations	Providing a mix of uses within the zone, including retail and residential, should progress this SA objective.	P	L	✓	✓	✓
14	Equality & social exclusion	Providing new housing along with improved retail opportunities and an enhanced public realm should have a positive effect on this SA objective. Providing better links between the Local General Hospital and the town centre should also improve access to healthcare, particularly for those without access to a car. The creation of new play areas within the pedestrianised areas also supports this objective. Improving pedestrian and cycle links will help improve accessibility for those without access to a private car and for those with limited mobility.	P	L	✓	✓	✓
15	Good quality housing	Providing high quality residential development within this zone should have a positive effect on this SA objective.	P	L	✓	✓	✓
16	Community Identity & participation	Enhancing the shopping facilities and improving the pedestrian environment should help to improve the quality of life in the urban area by making the town centre a more attractive place to live, work and visit.	P	L	✓	✓	✓
17	Crime and fear of crime	Improving the public realm may help in designing out crime.	P	L	?	?	?
18	Sustainable	Retaining and enhancing retail facilities should help to support the local economy.	P	L	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
	prosperity & growth	Encouraging increased evening and night time activity within the zone should also have positive effects for this objective.					
19	Fairer access to services	Retaining and enhancing shopping facilities and the provision of an outdoor food court should help to support this objective through the provision of local jobs in retail.	<b>P</b>	<b>L</b>	✓	✓	✓
20	Revitalise town centres	The proposed strategy for this zone encourages mixed use development within the town centre, thereby helping to progress this SA objective. Enhancing the zone's retail facilities and improving the pedestrian streetscape should also have a positive effect on helping to revitalise the town centre. The effects are considered to be significant.	<b>P</b>	<b>L</b>	✓✓	✓✓	✓✓
Summary of Assessment		<p>The proposed strategy for the Marlowes Shopping Zone has been assessed as having positive effects on the majority of the SA objectives. Retaining and enhancing the shopping facilities should help to support the local economy and provide access to local employment opportunities. Encouraging mixed use development, enhancing <b>the zone's retail facilities and improving the pedestrian streetscape have been identified as having a significant positive effect on the SA objective 'revitalise town centres'.</b></p> <p>Improving the pedestrian streetscape and pedestrian links into and within the zone could encourage use of more sustainable modes of transport thereby reducing greenhouse gas and airborne emissions from transport. It could also allow for increased daily physical activity and therefore positive effects have been forecast for health. Regeneration of the original New Town buildings should improve the quality of the townscape and also have positive effects on the historic &amp; cultural assets objective.</p> <p>The River Gade runs through the south-west corner of this zone and therefore any developments close to the river may have an adverse effect on water quality and this will need to be closely controlled and monitored. In addition, part of this zone is located within floodzones 2 and 3. Uncertain effects have been identified for the SA objectives on flood risk and water quality. Creating a new bus station may affect local air quality although the effects are uncertain as it they will be dependent on how this alters traffic volumes and flows.</p>					

## The Plough Zone

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
1	Biodiversity	This zone incorporates the very northernmost tip of the Heath Park, which forms part of the 'Harrison's Moor, Boxmoor Common' wildlife site, and this should be considered when developing within this area, although any effects would be likely to be minor.	P	L	?	?	?
2	Water quality/ quantity	The River Gade runs through the centre of this zone and therefore any developments close to the river may have an adverse effect on water quality.	P	L	?	?	?
3	Flood risk	Part of this area is located within floodzones 2 and 3. However, a flood alleviation scheme manages water flows in the town centre thereby reducing flood risk. Any potential effect would be dependent on the ability of the scheme to cope with future major rainfall events.	P	L	?	?	?
4	Soils	Objective scoped out of the assessment.	N/A	N/A	N/A	N/A	N/A
5	Greenhouse gas emissions	Improving pedestrian and cycle access and movement around the Plough Roundabout could encourage use of more sustainable modes of transport thereby reducing greenhouse gas emissions from transport. Other measures which also support this objective include creating clear pedestrian and cycle routes from the railway station to the town centre, improving the use and condition of the subway, delivering improved way finding and navigation between the railway station and the town centre.	P	L	✓	✓	✓
6	Climate change proof	No predicted effects.	-	-	-	-	-
7	Air Quality	Improving pedestrian and cycle access and movement around the Plough Roundabout could encourage use of more sustainable modes of transport thereby reducing airborne emissions from transport. This may help to mitigate existing air quality issues at the plough roundabout. Other measures which also support this objective include creating clear pedestrian and cycle routes from the railway station to the town centre, improving the use and condition of the subway, delivering	P	L	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
		improved way finding and navigation between the railway station and the town centre.					
8	Use of brownfield sites	Redeveloping old retail and industrial sites will help to progress this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
9	Resource efficiency	No predicted effects.	-	-	-	-	-
10	Historic & cultural assets	No predicted effects.	-	-	-	-	-
11	Landscape & Townscape	Enhancing the public realm, for example by making the roundabout a more attractive landmark through improvements to landscaping and lighting, supports this objective.	<b>P</b>	<b>L</b>	✓	✓	✓
12	Health	Improving pedestrian and cycle access and the public realm will help to improve safety for non-motorists and could allow for increased daily physical activity. Reducing the need to travel by private vehicles may also limit vehicular emissions, leading to improved air quality and associated health benefits for the local community.	<b>P</b>	<b>L</b>	✓	✓	✓
13	Sustainable locations	No predicted effects.	-	-	-	-	-
14	Equality & social exclusion	Improving pedestrian and cycle access over the junction will help improve accessibility for those without access to a private car and for those with limited mobility.	<b>P</b>	<b>L</b>	✓	✓	✓
15	Good quality housing	Providing high quality housing within this zone should have a positive effect on this SA objective.	<b>P</b>	<b>L</b>	✓	✓	✓
16	Community Identity & participation	Improving this gateway zone, especially its pedestrian and cycling environment should help to improve the quality of life in the urban area by making the town centre a more attractive place to live, work and visit.	<b>P</b>	<b>L</b>	✓	✓	✓
17	Crime and fear of crime	Improving the public realm and lighting, including in the roundabout subways, may help in designing out crime and reduce the fear of crime.	<b>P</b>	<b>L</b>	✓	✓	✓
18	Sustainable prosperity & growth	Improving pedestrian and cycle access to this zone should help to improve access to its existing retail and leisure facilities for those without access to a private vehicle. This should help to support the local economy.	<b>P</b>	<b>L</b>	✓	✓	✓

SA Objective		Assessment of Effect					
		Nature of Effect  Including where appropriate whether the effects are direct/indirect and likely/unlikely.  Justification and Evidence	Permanence	Scale	Significance of Effects		
					In the short term	In the medium term	In the long term
19	Fairer access to services	Improving pedestrian and cycle access to this zone should help to improve access to its existing employment opportunities for those without access to a private vehicle.	P	L	✓	✓	✓
20	Revitalise town centres	Improving vehicular, pedestrian and cycle access to this mixed use zone should have a positive effect on helping to revitalise the town centre.	P	L	✓	✓	✓
Summary of Assessment		<p>The proposed strategy for the Plough Zone has been assessed as having positive effects against the majority of SA objectives. Improving pedestrian and cycle access and movement around the Plough Roundabout could encourage use of more sustainable modes of transport thereby reducing greenhouse gas and air borne emissions from transport and encourage healthier lifestyles. Improving this type of access over the junction will also help improve accessibility for those without access to a private car and for those with limited mobility resulting in positive effects on equality &amp; social exclusion. While improving the public realm and lighting, including in the roundabout subways, may help in designing out crime and reduce the fear of crime.</p> <p>Redeveloping old retail and industrial sites for high quality housing is identified as having a positive effect on the use of brownfield sites and housing objectives. Positive effects have also been found for the economic objectives as a result of the improved pedestrian and cycle links which should improve accessibility to the existing retail and leisure facilities and in so doing should help to support the local economy and provide access to employment opportunities, for those without access to a private vehicle.</p> <p>Uncertainties have been identified for three of the SA objectives. The River Gade runs through the centre of the zone and therefore any developments close to the river may have an adverse effect on water quality. In addition, the area along the river is classified as within flood zones 2 and 3 and therefore uncertain effects have been identified for flood risk. Thirdly, uncertain effects have been identified for biodiversity as this zone incorporates the very northernmost tip of the Heath Park, which forms part of the 'Harrison's Moor, Boxmoor Common' wildlife site, and this will need to be considered when developing within this area. Any effects are however likely to be minor.</p>					



## **Appendix 1**

### **Hemel Hempstead Town Centre Masterplan 2012 Draft Report**

# Hemel Hempstead Town Centre Masterplan 2012

Draft Report

Version 09.07.12



# Contents

<b>Foreword</b>	<b>Page 3</b>
<b>Chapter 1: Masterplan Context</b>	<b>Page 4</b>
<b>Chapter 2: Hemel Today</b>	<b>Page 6</b>
<b>Chapter 3: Aims, Objectives and Principles</b>	<b>Page 11</b>
<b>Chapter 4: Town Centre Vision</b>	<b>Page 13</b>
<b>Chapter 5: Character Zone Strategies</b>	<b>Page 17</b>
<b>Chapter 6: Viability and Phasing</b>	<b>Page 42</b>
<b>Appendix 1: Street Furniture and Materials Palette</b>	<b>Page 49</b>
<b>Appendix 2: Development Capacity Study</b>	<b>Page 50</b>
<b>Appendix 3: Financial Appraisal Output</b>	<b>Page 51</b>
<b>Appendix 4: Financial Appraisal Value Inputs</b>	<b>Page 52</b>

# Foreword

A key aspiration of the Council is to enhance the quality of offer and environment of Hemel Hempstead Town Centre. The Council is focused on revitalising the town centre with the ultimate goal of increasing its prosperity and celebrating and conserving its heritage for future generations.

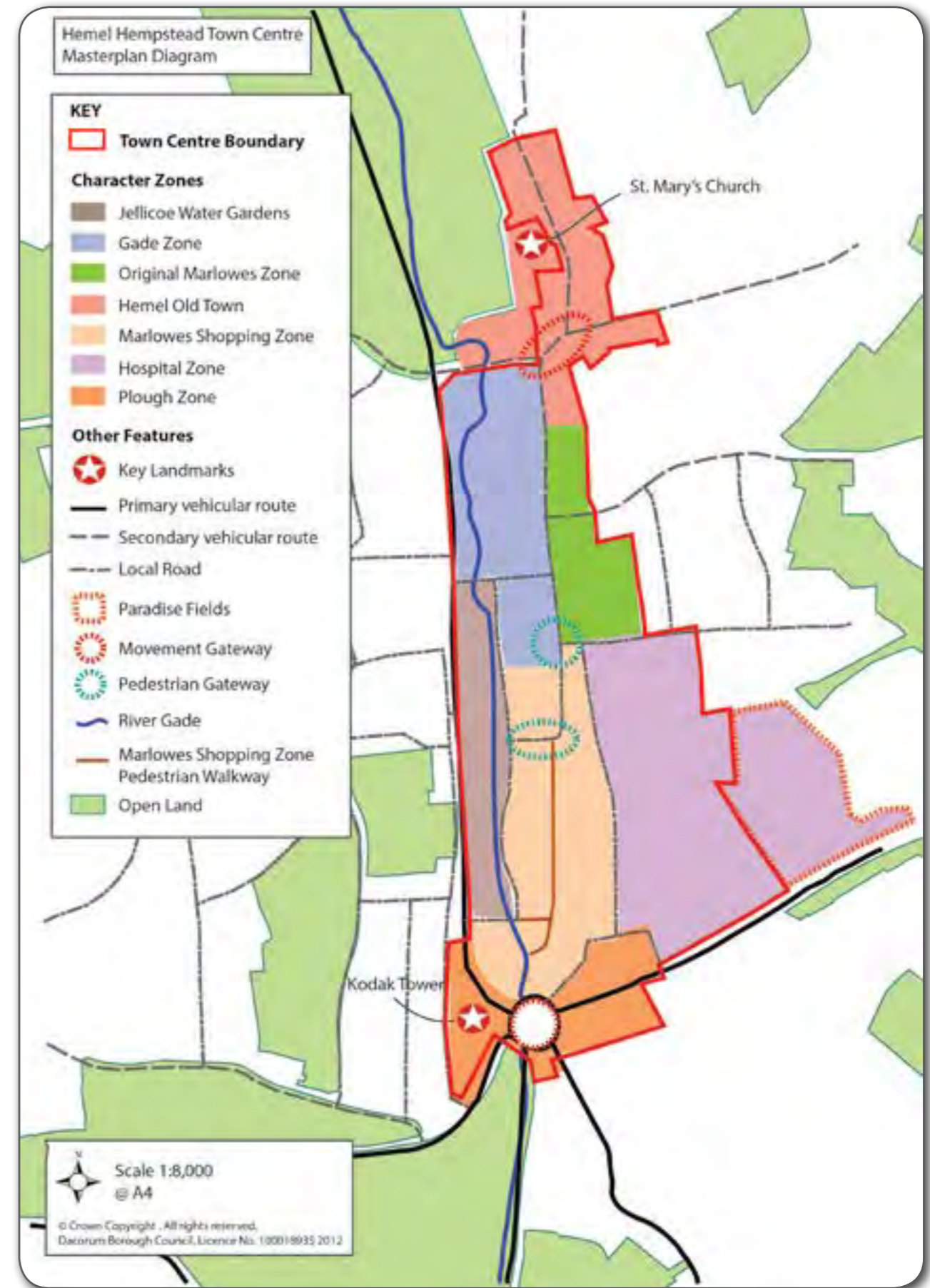
The Council has taken the lead in moving the vision forward by setting out its key Hemel Evolution proposals. The aim is to rejuvenate the seven town centre character zones and kick start extensive regeneration.

The Hemel Hempstead Town Centre Masterplan is a major new step towards the achievement of the Council's goals. It provides a vision to 2031 and will guide town centre's regeneration over the next ten years.

In the course of developing this Masterplan the Council has consulted extensively with key stakeholders including representatives of local businesses, landowners, organisations, community groups and relevant Officers from Dacorum Borough Council and Herts County Council. Their input has helped identify key issues, aims and objectives, and refine emerging strategies. We would like to thank all parties who have engaged in the consultation process for their valued contributions.

We are excited by the strategies set out in this masterplan and eagerly anticipate the evolution of Hemel Hempstead town centre into a vibrant place where people want to shop, work, live, learn and visit.

Figure 1: Hemel Hempstead Town Centre Masterplan Map



# Chapter 1: Masterplan Context

## 1.1 Background

1.1.1 Hemel Hempstead is a town in Hertfordshire, 24 miles north west of London. It is located close to the M1 and M25 and is within easy travelling distance of both London Luton and London Heathrow airports. Its proximity to London and connections to major transport infrastructure are a key strength of the local economy. Hemel Hempstead railway station is situated on the West Coast Main Line between Rugby and London Euston. It is located approximately 1 mile south west of the town centre and provides direct and frequent links to Central London and Shepherd's Bush. A smaller railway station is located in Apsley to the south east of the town centre.

1.1.2 Hemel Hempstead Town Centre was established in the 1950s and 1960s as part of the masterplan for Hemel Hempstead New Town. The centre is linear in form and runs north to south along the valley floor. The main shopping area was remodelled in the 1990s to include a pedestrianised area along the Marlowes with an indoor shopping centre. Service yards flank the Marlowes to the east and west.

1.1.3 With the exception of Riverside - a mid 2000s retail led development in the main shopping area - the fabric of the town centre is largely out-dated. On the whole it is failing to reach its economic potential. There is also a notable lack of community pride in the area. To remedy this situation specific issues need to be addressed including the poor quality public realm, characterised by dated frontages, surfaces and street furniture, and access and movement difficulties such as relate to pedestrians, cyclists, buses, taxis and private vehicles. The town centre has an underdeveloped evening and leisure economy and is failing to make the most of its natural and cultural assets. Regeneration and upgrading of key sites together with restoration of heritage assets is required to help secure the town centre's long-term prosperity and to create an appealing, attractive and sustainable location with a high quality environment.

1.1.4 In response to this challenge, Dacorum Borough Council has taken the lead in the regeneration of Hemel Hempstead town centre and has produced this masterplan. These steps follow the untimely demise of the Waterhouse Square regeneration scheme in 2010 which failed to deliver much needed regeneration due to effects of the global banking crisis and as a result of the

Council's development partner, Thornfield Ventures Ltd, falling into administration.

1.1.5 The purpose of the masterplan is to provide the direction for the future of the town centre and to enable transformation and regeneration to proceed as quickly as possible. It takes its lead from, and builds upon, the Hemel Hempstead Place Strategy which is set out in the Core Strategy, a central document in the Local Planning Framework.

1.1.6 In accordance with the framework set out in the Core Strategy, the masterplan identifies seven distinct but interlinked town centre character zones to guide development proposals. Detailed guidance is provided for each zone together with overarching guidance to cover the whole of the town centre. This will ensure that a holistic approach is taken to future improvements and that benefits across the town centre as a whole are maximised.

## 1.2 Study Area

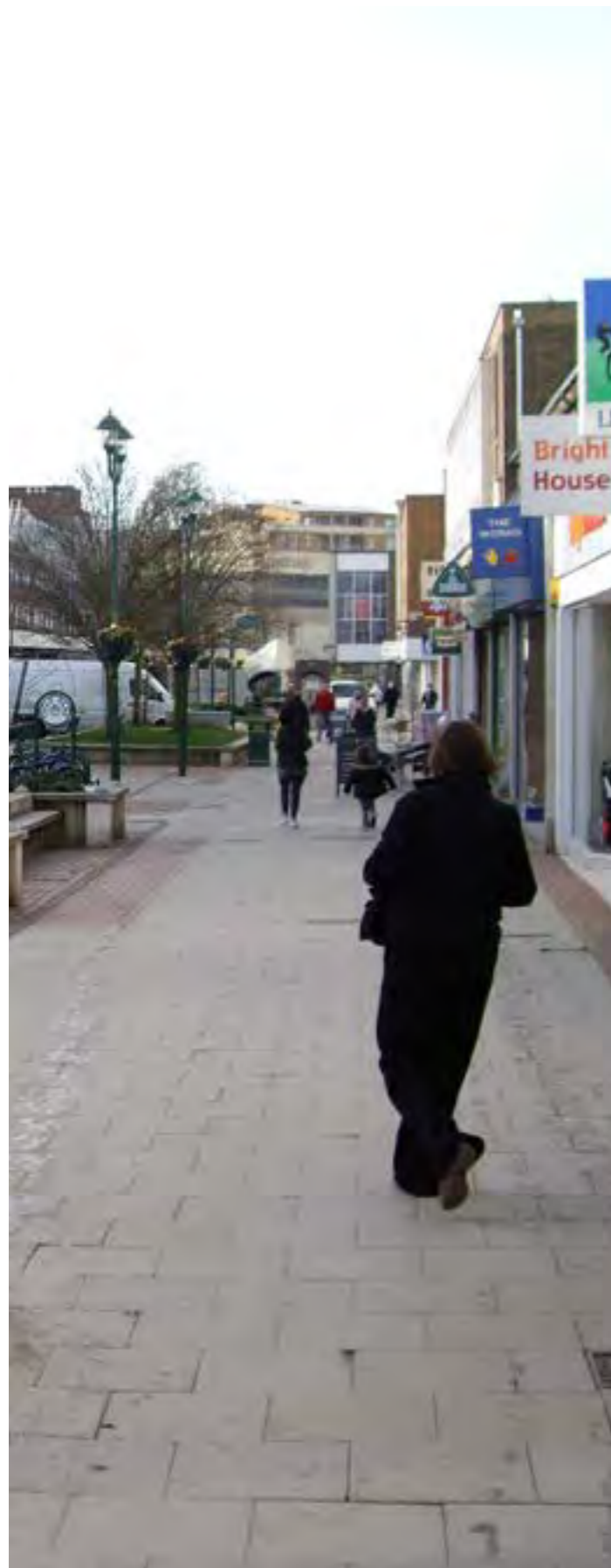
1.2.1. The town centre masterplan covers an area of approximately 62.5 hectares (154.5 acres) in the centre of Hemel Hempstead.

## 1.3 Study Process

1.3.1 To help develop the masterplan key studies were commissioned using specialist consultants. These comprised:

- An Access and Movement Study by JMP Consultants
- A Major Land Use Study by Allies and Morrison Urban Practitioners
- A Retail Update Study by GL Hearnand Allies and Morrison Urban Practitioners
- A Heritage Improvement Study by Forum Heritage Services and Context4D
- A Water Gardens Study by Allies and Morrison Urban Practitioners and The Landscape Partnership
- A Viability and Phasing Study by Allies and Morrison Urban Practitioners and DTZ

1.3.2 The masterplan was developed and managed by the Council's Strategic Planning and Regeneration Team. Working groups were formed to bring together existing knowledge and expertise



and to help steer the study outcomes. These groups included key Officers from Dacorum Borough Council and Herts County Council together with representatives from the Town Centre Partnership, key landowners and service providers.

- 1.3.4 Stakeholder workshops were held in January 2011 and 2012. Both events were attended by over 50 town centre stakeholders and provided vital input into the preparation of the masterplan.
- 1.3.5 This draft document reflects the prior input of all contributing stakeholders.
- 1.3.6 The draft masterplan has been subject to a formal Sustainability Appraisal (SA) carried out by independent consultants C4S. The Sustainability Appraisal incorporates Strategic Environmental Assessment (SEA) as required under European law.
- 1.3.7 The Hemel Hempstead Town Centre Masterplan accords fully with the policy framework set out in the Council's Core Strategy. The Masterplan will be formally adopted once the report has been subject to public consultation and approved by Council. The Masterplan will gain full Supplementary Planning Document (SPD) status upon adoption.
- 1.3.8 The masterplan is intended to outline the form of development that will be acceptable in Hemel Hempstead Town Centre. It is not intended to be unduly prescriptive but to help guide development and future planning applications within the defined study area.
- 1.3.9 The masterplan will inform more detailed future guidance for the character zones. This will be set out in Improvement Strategies as and when significant regeneration proposals are anticipated. Feasibility studies, development briefs and planning statements will be developed where they are considered necessary.
- 1.3.10 The Marlowes Shopping Zone Improvement Strategy has already been produced to help deliver short and medium terms proposals over the period 2011 to 2016.

## 1.4 Masterplan Structure

- 1.4.1 This chapter has set out the broad context from which the Hemel Hempstead Town Centre Masterplan has been conceived and developed.
- 1.4.2 Chapter 2 considers how Hemel Hempstead town centre is currently performing in a range of key areas. It includes a SWOT analysis of the seven town centre Character Zones.
- 1.4.3 Chapter 3 builds upon the analysis in the previous chapter setting out key regeneration objectives for the town centre and stating the principles that will guide its future transformation.
- 1.4.4 Chapter 4 sets out the overall vision for the town centre in

a written statement and through a Masterplan Diagram. It identifies the preferred distribution of town centre land uses and summarises the three key strategies which underpin the Masterplan.

- 1.4.5 Chapter 5 contains detailed strategies for individual Character Zones and is focused around specific sites, developments and improvements.
- 1.4.6 Chapter 6 considers the delivery aspects of the Masterplan. It sets out a strategy for delivery taking into account viability and phasing of key town centre proposals.
- 1.4.7 Lastly, a range of appendices are included. These provide supplemental detail where it has not been possible or appropriate to include it within main text.