

CABINET AGENDA



MONDAY 29 JUNE 2015 AT 7.30 PM
DBC BULBOURNE ROOM - CIVIC CENTRE

The Councillors listed below are requested to attend the above meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Membership

Councillor Williams (Leader)
Councillor Elliot
Councillor Griffiths

Councillor Harden
Councillor Marshall
Councillor Sutton

For further information, please contact Catriona Lawson or

AGENDA

1. MINUTES (Pages 1 - 8)

To confirm the minutes of the meeting held on 26 May 2015 (circulated separately to Cabinet members).

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

A member with a disclosable pecuniary interest or a personal interest in a matter who attends a meeting of the authority at which the matter is considered -

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent

and, if the interest is a disclosable pecuniary interest, or a personal interest which is also prejudicial

- (ii) may not participate in any discussion or vote on the matter (and must withdraw to the public seating area) unless they have been granted a dispensation.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Members' Register of Interests, or is not the subject of a pending notification, must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal and prejudicial interests are defined in Part 2 of the Code of Conduct for Members

[If a member is in any doubt as to whether they have an interest which should be declared they should seek the advice of the Monitoring Officer before the start of the meeting]

4. PUBLIC PARTICIPATION

An opportunity for members of the public to make statements and ask questions in accordance with the rules as to Public Participation.

5. REFERRALS TO CABINET

6. FORWARD PLAN (Pages 9 - 12)

7. AMENDMENT OF STANDING ORDERS REGARDING DISCIPLINARY ACTION (Pages 13 - 20)

8. RISK MANAGEMENT PROCESS QUARTER 4 (Pages 21 - 36)

9. HEMEL HEMPSTEAD AMBASSADORS - START-UP FUNDING (Pages 37 - 120)

10. EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.

Local Government Act 1972, Schedule 12A, Part 1, paragraph 3.

MINUTES

CABINET

26 MAY 2015

Present:

Members:

Councillors:

Graeme Elliot	Portfolio Holder for Finance & Resources
Neil Harden	Portfolio Holder for Residents & Corporate Services
Janice Marshall	Portfolio Holder for Environmental, Sustainability & Regulatory Services
Graham Sutton	Portfolio Holder for Planning & Regeneration
Andrew Williams (Chairman)	Leader of the Council

Officers:

Sally Marshall	Chief Executive
James Deane	Corporate Director Finance and Operations
Mark Gaynor	Corporate Director Housing and Regeneration
Elliott Brooks	Assistant Director Housing
James Doe	Assistant Director Planning & Regeneration
Mark Brookes	Group Manager Legal Governance
Julia Hedger	Group Manager Strategic Housing
Sarah Pickering	Lead Officer Housing Development
Catriona Lawson	Team Leader Democratic Services
Emily-Rae Maxwell	Corporate Graduate

The meeting began at 7.31 pm.

CA/031/15 MINUTES

The minutes of the meeting held on 21 April 2015 were agreed by the members present and signed by the Chairman.

CA/032/15 APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillor Mrs Griffiths.

CA/033/15 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/034/15 PUBLIC PARTICIPATION

There was no public participation.

CA/035/15 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/036/15 CABINET FORWARD PLAN

Decision

That the Cabinet Forward Plan be noted, subject to the following amendments:

29 June 2015

10. Process for Disciplinary Action of Senior Officers to be removed and merged with Amendment of Standing Orders Regarding Disciplinary Action.

21 July 2015

17. Pavement Strategy to be removed and merged with Hemel Hempstead Town Centre Policy for Use of Outdoor Trading Areas, which will now be called Town Centre Management update including the Business Improvement District and the Outdoor Trading areas.

CA/037/15 ENDORSEMENT OF THE CHILTERN AONB MANAGEMENT PLAN 2014 - 2019

Decision

To endorse the AONB Management Plan 2014 – 2019 as a material consideration in the exercise of the Council's planning powers.

Reason for Decision

To seek endorsement of the new Chilterns AONB Management Plan 2014-2019.

Implications

Financial

None specifically in relation to the Management Plan although the Council does support the work of the Chilterns Conservation Board, via an annual grant.

Value for Money

By working together with other local planning authorities with land within the AONB, and with the Conservation Board itself in preparing planning guidance and advice for the AONB, the Council is achieving value for money.

Risk Implications

Failure to endorse the AONB Management Plan would mean it has less weight in the consideration of planning applications and the use of the Chiltern Buildings Design Guide in assessing applications could be limited as a result.

Failure to take account of the management Plan in relevant planning decisions would also mean the Council had failed to take account of a statutory planning document.

Corporate Objectives

This report reflects the Council's objectives of a 'Clean and Safe Environment' whilst facilitating rural 'regeneration' and the delivery of 'Affordable Housing' of an appropriate scale and in appropriate locations within the Chilterns Area of Outstanding Natural Beauty in order to support rural communities and the rural economy.

The Portfolio Holder for Environment and Sustainability noted that the revised HS2 plans appear to be taking a more pragmatic approach but enquired as to what precisely had changed from the old plan.

The Assistant Director Planning & Regeneration advised that he felt it was the Chilterns conference making a statement that it was not entirely certain on the route through some parts.

The Portfolio Holder for Planning & Regeneration clarified the wording on the second bullet point of paragraph 3, should read *Inclusion of text and a policy principle opposing the development of High Speed 2 (HS2) rail link, which would have a **serious** impact on a large area of the Chilterns AONB, and not a **series** impact as stated.*

The Assistant Director Planning & Regeneration confirmed this was correct

Consultation

There was no consultation.

Voting

None.

CA/038/15 PROVISIONAL OUTTURN 2014/15

Decision

1. Consider the provisional outturn position for each of the above accounts; and
2. Recommend to Council approval of the reserve movements outlined in Section 9

Reason for Decision

To provide details of the provisional outturn position for the:

- General Fund
- Housing Revenue Account
- Capital Programme

To provide details of the proposed transfers to and from earmarked reserves.

Implications

Financial and Value for Money implications are included within the body of the report.

Risk Implications

Risk implications are included within the body of the report.

Corporate Objectives

Corporate Governance

Advice

The Corporate Director (Finance & Resources) introduced the report highlighting the following points:

- The General Fund has a controllable variance of £454,000, which means we have spent less than intended by that amount. This is against the original budget and not a revised budget which has been the case in previous years.
- Paragraph 9.1 refers to a contribution of £564,000 approved by Council in February 2015, but should state that this was allocated to the Dacorum Development Reserve.
- Recommended a contribution of £150,000 be transferred to the Management of Change Reserve to bring into line with the position expected.
- HRA has a provisional outturn surplus of £177,000, as expected when budgets were set. This can be transferred to the Capital Programme for further investment.
- Capital General Funds has potential slippage of £1.8 million which is approximately 10 % of budget.
- HRA has approximately 25% slippage, which is largely due to 3 or 4 key items.

The Portfolio Holder for Resident & Corporate Services enquired as to where discussion had taken place with regards to the amounts of money placed into the Reserves.

The Corporate Director (Finance & Resources) advised this formed part of the Budget Report that was delivered in February and that at Year End this would be looked at again.

Consultation

There was no consultation.

Voting

None

CA/039/15 HOUSING ALLOCATIONS POLICY REVIEW**Decision**

1. That Cabinet recommend Council to approve the amendments to the Housing Allocations Policy as set out in paragraph 3 of the report.
2. That Cabinet approve the content of the proposed communications strategy regarding the Housing Allocations Policy.

Reason for Decision

To update Cabinet on the Housing Allocations Policy review and all proposed policy amendments.

To update Cabinet on the content of a proposed communications strategy relating to the policy.

ImplicationsFinancial

No financial implications as the proposed policy changes do not require further software development

Value for Money

Carrying out a full review of this policy has clear value for money implications:

- If the policy does not comply with legislation then the Council could be vulnerable to legal challenge, which could be very costly.
- Lack of clarity in the policy will lead to an unnecessary increase in communication coming into the housing department from residents.
- If the policy can assist the Council to reduce letting times this will result in savings to the Council.
- By better matching suitable residents to properties with, or suitable for, adaptations, the Council will save money on very expensive installations.

Risk Implications

The main risks associated with policy amendments relate to communication of changes to residents and the Council's partners. Clarity in the policy will assist the Council if the policy is fully and properly understood by those who have to use it on a

day-to-day basis either as applicants, or as the Council's partners who are supporting housing applicants.

In addition, procedural changes must be implemented effectively by Council officers to result in improved operations.

Corporate Objectives

Affordable Housing

Group Manager Strategic Housing introduced the report highlighting the following points:

- The current policy has been in situ since November 2013 and there had always been an undertaking to review it after one year due to the significant changes that had been introduced.
- The review has provided useful data analysis which confirms the Policy has been working as the Council had intended it to.
- It also provided recognition that there is a need to communicate more with applicants to advise that they can influence their chance of being housed by changing their bidding patterns which has brought about the Communications Plan.
- Clarification that 4.3 of the Report relating to Local Connections the third bullet point should read: *Currently in permanent employment within the Borough boundary, consisting of 16 hours or more a week, and which has been continuous for the last 24 months*
- A new section has been added to the Policy – 14. New Right to Move.
- Guidance was issued by the Government in April that has meant we can propose the recommendations as part of these changes. We have recommended the absolute minimum the Council can do in consultation with the Portfolio Holder and that will also be reviewed within a year.
- Communication Strategy is to be implemented as soon as possible with staff and Members scheduled to be trained in Autumn

Portfolio Holder for Environmental Sustainability and Regulatory Services noted that this Report had previously been to Housing & Community Overview & Scrutiny Committee where it had been welcomed with some changes recommended and noted that they had been implemented.

Consultation

There was no consultation.

Voting

None

CA/040/15 EXCLUSION OF THE PUBLIC

Decision

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.

CA/041/15 DEVELOPMENT UPDATE

Decision

1. That the recommendation as detailed in the report be approved.
2. That the recommendation as detailed in the report be approved.
3. That the recommendation as detailed in the report be approved.
4. That the recommendation as detailed in the report be approved.

Full details are in the part 2 minute.

Reason for Decision

Full details are in the Part 2 minutes.

Implications

Full details are in the Part 2 minutes.

Risk Implications

Full details are in the Part 2 minutes.

Corporate Objectives

Affordable Housing.

Advice

Full details are in the Part 2 minutes.

Options and Why Options Rejected

No alternative options were considered.

Consultation

There was no consultation.

Voting

None.

The meeting ended at 7.52 pm.

Agenda Item 6

CABINET FORWARD PLAN – 29 JUNE 2015

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	29/06/15	Amendment of Standing Orders Regarding Disciplinary Action		10/06/15	Steve Baker, Assistant Director Chief Executive's Unit 01442 228229 steven.baker@dacorum.gov.uk	To inform Members of new regulations which require the Council to amend its Standing Orders in respect of disciplinary action against the Head of Paid Service, the Chief Finance Officer and the Monitoring Officer.
2.	29/06/15	Risk Management Process – Q4		10/06/15	Linda Dargue, Insurance and Risk Manager 01442 228320 linda.dargue@dacorum.gov.uk	
3.	29/06/15	Hemel Hempstead Ambassadors - Start-up funding		10/06/15	Chris Taylor, Strategic Planning & regeneration Group Manager 01442 228405 Chris.taylor@dacorum.gov.uk	
4.	21/07/15	Local Planning Framework Site Allocations		02/07/15	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk	To consider the approval of the Local Planning Framework Site Allocations Development Plan Document for formal submission to the Planning Inspectorate.
5.	21/07/15	New Build Development – PART 2 APPENDIX The public will be excluded from the meeting when this item is being considered for the following reason: There would be disclosure to them of exempt information relating to the financial or business affairs of any particular person (including the authority holding that information). Local Government Act 1972, Schedule 12A.		02/07/15	Elliott Brooks, Assistant Director Housing 01442 228615 elliott.brooks@dacorum.gov.uk Julia Hedger, Group Manager Strategic Housing 01442 228363 julia.hedger@dacorum.gov.uk	
6.	21/07/15	Town Centre Management update including the Business Improvement District and the Outdoor Trading areas.		02/07/15	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 chris.taylor@dacorum.gov.uk	To provide an update on Town Centre management; to set out arrangements for a Business Improvement District; to agree a new policy for the

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
						grant of consents for outdoor trading in Hemel Hempstead Town Centre including charging and enforcement arrangements.
7.	21/07/15	Mobile Homes Policy	Housing and Community OSC: 08/07/15	02/07/15	Nicholas Egerton, Team Leader, Environmental Protection and Housing 01442 228288 nicholas.egerton@dacorum.gov.uk	To provide an opportunity for Members to comment on the Regulatory Services – Mobile Homes Fees Policy.
8.	21/07/15	Medium Term Financial Strategy		02/07/15	James Deane, Assistant Director Finance and Resources 01442 228278 james.deane@dacorum.gov.uk	
9.	21/07/15	Two Waters Regeneration		02/07/15	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk	To provide a draft for consultation
10.	21/07/15	Dacorum Tourism Strategy		02/07/15	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk	
11.	15/09/15	Risk Management Process		26/08/15	James Deane, Assistant Director Finance and Resources 01442 228278 james.deane@dacorum.gov.uk	To update on the ongoing implementation of the Corporate Risk Management Strategy, progress to date on risk improvement action plans and to advise of the amendments to the risk register.
12.	15/09/15	Performance Report Q1		26/08/15	James Deane, Assistant Director Finance and Resources 01442 228278 james.deane@dacorum.gov.uk	
13.	15/09/15	Treasury Management Outturn and Performance Indicators		26/08/15	James Deane, Assistant Director Finance and Resources 01442 228278 james.deane@dacorum.gov.uk	
14.	15/09/15	Annual Review of HRA Business Plan		26/08/15	Elliott Brooks, Assistant Director Housing 01442 228615 elliott.brooks@dacorum.gov.uk	Annual Review of the Council's 30 year Housing Revenue Account Business Plan.
15.	15/09/15	Alcohol Policy		26/08/15	Dave Austin, Assistant Director, Neighbourhood Delivery 01442 228355 dave.austin@dacorum.gov.uk	
16.	15/09/15	Enforcement Policy		26/08/15	Dave Austin, Assistant Director, Neighbourhood Delivery 01442 228355 dave.austin@dacorum.gov.uk	

Future items:	Author	Date of Cabinet	
Risk Management Process	J Deane	Jan 2016 – Q2 Nov 2016 – Q3	May/June 2017 – Q4 /Annual Report Sept 2015 – Q1
Performance Report	J Deane	Nov 2015 – Q2	May 2016 – Q4

Future Cabinet Dates: 2015: 29/07/15; 21/07/15; 15/09/15; 20/10/15; 24/11/15;
15/12/15; 26/12/15.
2016: 26/01/16; 09/02/16; 22/03/16; 26/04/16.

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AGENDA ITEM: 8

SUMMARY

Report for:	Cabinet
Date of meeting:	29 June 2015
Part:	1
If Part II, reason:	

Title of report:	Amendment to Standing Orders
Contact:	Cllr Andrew Williams, Leader of the Council Author/Responsible Officer Steve Baker, Assistant Director (Chief Executive's Unit) Ext. 2229
Purpose of report:	To advise Members of the Cabinet of the requirement of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 to amend Standing Orders relating to the procedure to be followed before the Council can dismiss or discipline its Head of Paid Service, Chief Finance Officer or Monitoring Officer.
Recommendations	That Cabinet recommend Council to amend Part 4 of the Constitution 'Officer Employment Procedure Rules' as set out in the Appendix to this report pursuant to the provisions of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.
Corporate Objectives:	This report does not have implications for the Council's objectives.
Implications:	<u>Financial</u> There are no financial implications arising from this report.
'Value For Money	<u>Value for Money</u>

Implications'	There are no value for money implications arising from this report.
Risk Implications	A risk assessment is not required.
Community Impact Assessment	A Community Impact Assessment is not required.
Health And Safety Implications	There are none arising from this report.
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>This is a report prepared by the Monitoring Officer.</p> <p>S.151 Officer</p> <p>No comments to add to the report.</p>
Consultees:	Chief Executive
Background papers:	<p>Local Authorities (Standing Orders) (England) Regulations 2001</p> <p>Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015</p> <p>Part 4 of the Constitution 'Officer Employment Procedure Rules'</p>
Glossary of acronyms and any other abbreviations used in this report:	

Background

1. The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 ("the Amendment Regulations") came into force on 11th May this year. The Amendment Regulations remove the provisions in the Local Authorities (Standing Orders) (England) Regulations 2001 ("the 2001 regulations") relating to the requirement for the Council to appoint a "designated independent person" before it can dismiss or discipline its Head of Paid Service, Chief Finance Officer or Monitoring Officer. The Amendment Regulations make new provisions about the procedure to be followed in such cases which the Council is required to include in their standing orders.
2. The 2001 Regulations required the Council to appoint a designated independent person for the purpose of investigating and preparing a report into alleged misconduct or the taking of disciplinary action in respect of its Head of Paid Service, Chief Finance Officer or Monitoring Officer ("the Statutory Officers"). No disciplinary action (including dismissal) could be taken in respect of the Statutory Officers except in accordance with a

recommendation in a report made by a designated independent person. The 2001 Regulations required the Council to incorporate the provisions relating to the appointment of the designated independent person in its standing orders.

3. The Amendment Regulations replace the requirement to appoint a designated independent person with a new procedure which is set out in Schedule 3 to the Amendment Regulations. The Council must appoint at least two "independent persons" to the Committee which is advising the Council on matters relating to the dismissal of the Statutory Officers. These persons must be the independent person already appointed by the Council under section 28(7) of the Localism Act 2011 together with any other second independent person who the Council may have appointed. Where there is no second independent person the Council must appoint an independent person from another authority.

Before the Council can take a vote on whether or not to approve a dismissal of a Statutory Officer, it must take into account, in particular-

- (a) any advice, views or recommendations of the Committee;
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the Statutory Officer who is subject to the disciplinary action.
4. Another change made by the Amendment Regulations concerns the extent to which the function of the dismissal of the Chief Finance Officer and Monitoring can be delegated. Under the 2001 Regulations, the dismissal of the Head of Paid Service required the final approval of Council, but the dismissal of the Chief Finance Officer and Monitoring Officer could be delegated to a Committee, Sub-Committee or officer. The Amendment Regulations now require the Council to give final approval to the dismissal of the Chief Finance Officer and Monitoring Officer, as well as the Head of Paid Service.
 5. The appointment of the Chief Finance Officer and Monitoring Officer can still be delegated to a Committee, Sub-Committee or officer. The requirement for the Council to give final approval to the appointment of the Head of Paid Service also remains unchanged.
 6. The Amendment Regulations require the Council to incorporate in its standing orders the provisions set out in Schedule 3 of the Amendment Regulations and the changes referred to in paragraph 4 above not later than the first ordinary meeting of the Council falling after 11th May. This means that the amendments to Part 4 of the Constitution 'Officer Employment Procedure Rules' must be adopted by Council at its meeting on 15th July.
 7. The required amendments to the Council's Officer Employment Procedure Rules are shown in the Appendix below. The words to be deleted are crossed through and the new wording is underlined so that Members can identify the changes more easily.

APPENDIX

PART 4 OFFICER EMPLOYMENT PROCEDURE RULES

1. Recruitment and appointment

(a) Declarations

- (i) The Council will draw up a statement requiring any candidate for appointment as an officer to state in writing whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew or niece of an existing councillor or officer of the Council; or of the partner of such persons.
- (ii) No candidate so related to a councillor or an officer will be appointed without the authority of the relevant chief officer or an officer nominated by him/her.

(b) Seeking support for appointment

- (i) The Council will disqualify any applicant who directly or indirectly seeks the support of any councillor for any appointment with the Council. The content of this paragraph will be included in any recruitment information.
- (ii) No councillor will seek support for any person for any appointment with the Council.

2. Recruitment of Head of Paid Service and Chief Officers

Where the Council proposes to appoint a Chief Officer and it is not proposed that the appointment be made exclusively from among their existing officers, the Council will:

(a) draw up a statement specifying:

- (i) the duties of the officer concerned; and
- (ii) any qualifications or qualities to be sought in the person to be appointed;

(b) make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and

(c) make arrangements for a copy of the statement mentioned in paragraph (1) to be sent to any person on request.

3. Appointment of Head of Paid Service

- (a) The full Council will approve the appointment of the Head of Paid Service before the offer of appointment is made following the recommendation of such an appointment by the Appointments

Committee. The Appointments Committee must include at least one member of the Cabinet.

- (b) The full Council may only make or approve the appointment of the Head of Paid Service where no well-founded objection has been made by any member of the Cabinet.

4. **Appointment of Chief Officers and deputy Chief Officers**

- (a) The Appointments Committee will appoint Chief Officers and deputy Chief Officers. The Appointments Committee must include at least one member of the Cabinet.
- (b) An offer of employment as a Chief Officer or deputy Chief Officer shall only be made where no well-founded objection from any member of the Cabinet has been received.

5. **Other appointments**

- (a) **Officers below deputy chief officer.** Appointment of officers below deputy chief officer is the responsibility of the Head of Paid Service or his/her nominee, and may not be made by councillors.
- (b) **Assistants to political groups.** Appointment of an assistant to a political group shall be made in accordance with the wishes of that political group.

6. **Disciplinary action**

- (a) The terms of reference of the Appointments Committee include the dismissal of, and taking disciplinary action against, a Chief Officer or deputy Chief Officer. ~~including the power to appoint a designated independent person for the purpose of investigating and preparing a report into alleged misconduct or the taking of disciplinary action where the Chief Officer or deputy Chief Officer is the designated Head of Paid Service.~~ Where the Chief Officer or the deputy Chief Officer is the designated Head of Paid Service, Chief Finance Officer or Monitoring Officer full Council must approve the dismissal before notice of dismissal is given.
- ~~(b) The Chief Executive, in consultation with the Chairman of the Appointments Committee, shall appoint a designated independent person for the purpose of investigating and preparing a report into alleged misconduct or disciplinary action taken against the designated Chief Finance Officer or Monitoring Officer and to agree the terms of reference of such appointment.~~
- (b) The Appointments Committee may suspend a Chief Officer or deputy Chief Officer for a period of up to two months on full pay for the purpose of investigating alleged misconduct, or the taking of disciplinary action, where the officer under investigation or the subject of the disciplinary action is the designated Head of Paid Service.
- (c) The Chief Executive, in consultation with the Chairman of the Appointments Committee, may suspend a Chief Officer or deputy

Chief Officer, including the designated Chief Finance Officer or Monitoring Officer, for a period of up to two months on full pay for the purpose of investigating alleged misconduct, or the taking of disciplinary action.

- (d) No other disciplinary action may be taken in respect of the designated Head of Paid Service, Chief Finance Officer or Monitoring Officer except in accordance with ~~a recommendation in a report made by a designated independent person.~~ the procedure set out in the schedule below.

7. Dismissal

Councillors will not be involved in the dismissal of any officer below deputy chief officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to members in respect of dismissals.

SCHEDULE

Procedure to be followed in the event that disciplinary action is taken in respect of the designated Head of Paid Service, Chief Finance Officer or Monitoring Officer

[inserted under regulation 6 of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015]

1. In the following paragraphs –
 - (a) “the 2011 Act” means the Localism Act 2011;
 - (b) “the chief finance officer”, “disciplinary action”, “head of the authority’s paid service” and “monitoring officer” have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001;
 - (c) “independent person” means a person appointed under section 28(7) of the 2011 Act;
 - (d) “local government elector” means a person registered as a local government elector in the register of electors in the authority’s area in accordance with the Representation of the People Acts;
 - (e) “the Panel” means a committee appointed by the authority under section 102(4) of the Local Government Act 1972 for the purposes of advertising the authority on matters relating to the dismissal of relevant officers of the authority;
 - (f) “relevant meeting” means a meeting of the authority to consider whether or not to approve a proposal to dismiss a relevant officer; and
 - (g) “relevant officers” means the chief finance officer, head of authority’s paid service or monitoring officer, as the case may be.

2. A relevant officer may not be dismissed by an authority unless the procedure set out in the following paragraphs is complied with.
3. The authority must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel.
4. In paragraph 3 “relevant independent person” means any independent person who has been appointed by the authority or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the authority considers appropriate.
5. Subject to paragraph 6, the authority must appoint to the Panel such relevant independent persons who have accepted an invitation issued in accordance with paragraph 3 in accordance with the following priority order –
 - (a) a relevant independent person who has been appointed by the authority and who is a local government elector;
 - (b) any other relevant independent person who has been appointed by the authority;
 - (c) a relevant independent person who has been appointed by another authority or authorities
6. An authority is not required to appoint more than two relevant independent persons in accordance with paragraph 5 but may do so.
7. The authority must appoint any Panel at least 20 working days before the relevant meeting.
8. Before the taking of a vote at the relevant meeting on whether or not to approve such a dismissal, the authority must take into account, in particular –
 - (a) any advice, views or recommendations of the Panel;
 - (b) The conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the relevant officer.
9. Any remuneration, allowances or fees paid by the authority to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to the independent person in respect of that person’s role as independent person under the 2011 Act”.

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AGENDA ITEM: 9

SUMMARY

Report for:	Cabinet
Date of meeting:	29 June 2015
PART:	1
If Part II, reason:	

Title of report:	Risk Management Report Quarter 4 2014/15
Contact:	Councillor Graeme Elliot , Portfolio Holder Finance & Resources James Deane , Corporate Director (Finance & Operations) Linda Dargue, Lead Officer, Insurance & Risk
Purpose of report:	1.To provide the Quarter 4 update on the Strategic Risk Register 2. To provide the Quarter 4 update on the Operational Risk Registers
Recommendations	1.That the content of this report is noted
Corporate objectives:	Dacorum Delivers – Risk management is an essential part of ensuring that the Council meets all of its objectives
Implications:	<u>Financial</u> None identified
'Value For Money Implications'	<u>Value for Money</u> Risk management is closely linked to the Council's commitment to ensure that all resources are used efficiently and forms part of effective financial planning. The Council also needs to ensure that adequate provisions are in place to address anticipated risks but that these are no greater than necessary so that maximum resources are applied to services as required. To this end the Council sets minimum target working balances for both the general fund and HRA and at the date of this report this minimum balances are secured. Budget exercises for 2014/15 have ensured that the minimum balance requirements will also be met for the next financial year.

Risk Implications	<p>Effective risk management is an important factor in all policymaking, planning and decision making.</p> <p>Failure to manage risk effectively could have serious consequences for the Council leading to increased costs, wasted resources, prosecution and criticism under external assessments</p>
Equalities Implications	<p>Equality Impact Assessment reviewed/carried out*</p> <p>*Not applicable</p>
Health And Safety Implications	Not applicable
	<p>Monitoring Officer:</p> <p>No comments to add to the report.</p> <p>S.151 Officer</p> <p>No comments to add.</p>
Consultees:	<p>CMT</p> <p>ROSC 16 June 2015</p>
Background papers:	<p>Risk Management working paper files</p> <p>CMT</p> <p>Report to ROSC 16 June 2015</p>
Glossary of acronyms and any other abbreviations used in this report:	SRR – Strategic Risk Register

BACKGROUND

1. The revised Strategic Risk register showing the position at the end of Q4 2014/15 is attached at Appendix A for ease of reference. The table below provides a comparison of the risk scores from the previous quarter.

Risk	Q3 14/15	Q4 14/15
C3 – Failure to use the Council’s commitment to invest £30mas a catalyst to investment across the Borough	-	9
C4 – Failure to exceed current plans for the creation of new homes over the next 5 years	-	9
F1 –Resource base not sufficient to deliver	4	4

Corporate Plan (absorbing former risk F3: Failure to achieve identified savings to ensure that the budget remains balanced).		
F2 – Lack of effective procurement and contract management	6	6
F5 – Risk of extensive damage to property arising from adverse weather conditions and /or unstable ground within the Dacorum area	9	9
I2 - Failure to effectively manage health and safety	4	4
M1 - Failure to deliver required regeneration and economic growth	9	9
M3 – Key commercial partnership fails or failure of services provided via a partner/contractor	4	4
R3 - Disclosure of personal data in breach of the Data Protection Act	8	8

2. The following table shows the operational risks where there has been a change in the risk score since quarter 2 or where new risks have been added.

	Q3 14/15	Q4 14/15
CE_M03 Failure to prepare policy and strategy around Localism	4	3
FR_FR03 – Variances in General Fund Budget	6	4

3. Following a report to Cabinet on 21 October 2014 it was agreed that scrutiny of the Strategic Risk Register would be undertaken by Audit Committee in 2015/16, this will be a standing item on the committee agenda.
4. At that meeting the following amendments to risk reporting were agreed:
- An annual review of the SRR with the focus on risk identification for the future, to involve Cabinet, Leader of the Opposition and the Chief Officer Group;
 - Scrutiny of the SRR to be undertaken by the Audit Committee, as a standing item on the committee agenda
 - Each Overview and Scrutiny Committee will receive a quarterly update on the SRR, covering those risks specifically related to that committee.

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STRATEGIC RISK REGISTER

March 2015



C3 - Failure to use the Council's commitment to invest £30M as a catalyst to investment across the Borough					
Category:	Corporate Priority:	Risk Owner:		Portfolio Holder:	Tolerance:
Corporate		Mark Gaynor			Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Political fallout		Hemel Evolution Programme		MTFS	
Reputational damage		Gade Zone Regeneration		Capital Strategy	
Limited growth or reduction in NNDR base and growth		West Herts College new campus		Effective Project Management	
Reduction in quality of life and opportunities within the Borough		Corporate Regeneration Group		Local Plan and associated planning documents	
		Heart of Maylands programme		Appropriately resourced team	
		Open for Business approach			
		Development of Town Centre Partnership			
		Dacorum Look No Further			
		Use of Statutory Powers and own property assets			
		Liaison with major land owners, institutional investors, land agents and employers			

STRATEGIC RISK REGISTER

March 2015



	Berkhamsted Multi Storey Car Park	
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Sign Off and Comments

Sign Off Complete

This is a new risk. The Council cannot control the overall economic conditions which provide the context for new investment across the borough (particularly over retail which is being transformed by on-line shopping). The Council is acting to make Hemel Hempstead Town Centre, Maylands and the other key sites as attractive as possible to stimulate development, deliverability or facilitate investment. We are also being proactive in the attraction of new investment by anticipating and/or meeting its requirements.

CS Failure to exceed current plans for creation of new homes over the next five years

Category: Corporate	Corporate Priority:	Risk Owner: Mark Gaynor	Portfolio Holder:	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
5	3 High	15 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
Continued housing shortage particularly affordable housing		Council house new build programme			
Increased likelihood of increases in house prices (supply not matching demand)		Direct council financial support to housing associations developing over and above s106			
Negative impact on potential business investment		Clear strategy to attract developers with new opportunities and to build a reputation for facilitating housebuilding particularly on previously used sites			
Potential impact on unmet housing need and homelessness		Impact through regeneration schemes			

STRATEGIC RISK REGISTER

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	Positive approach to permitted development conversions	
	Positive use of planning policy	

Sign Off and Comments

Sign Off Complete

This is a new risk. The residential construction sector is beyond the direct control of the council and is subject to national and supra-national financial conditions. It is notoriously variable and subject to volatile swings. The Council can however act on those areas that are under greatest control or capable of direct influence. This is most directly evidenced in the HRA new build and regeneration. It could in future be enhanced by a General Fund wholly owned but arms length development company which it is proposed be investigated as a priority.

F1 - Resource base not sufficient to deliver Corporate Plan

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: James Deane	Portfolio Holder: Cllr Nick Tiley	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	2 Medium	4 Green
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> - Dissatisfaction - Political fallout - Reputation damage 		<ul style="list-style-type: none"> - Corporate plan kept under review - MTFS kept under review - Fees & Charges strategy kept under review - Capital Strategy kept under review - Aspirations managed via communication e.g. articles in Dacorum Digest, press releases 		Medium Term Financial Strategy uploaded into Corvu Capital Strategy uploaded into Corvu	

Sign Off and Comments

STRATEGIC RISK REGISTER

March 2015



Sign Off Complete

Following approval of the budget by Council in February 2015, work will begin on the revision of the Medium Term Financial Strategy. The new version will benefit from the Council having met the savings target for 2015/16, but will need to be updated for pressures anticipated in 2019/20.

Based on recent Government announcements and work undertaken by the Local Government Association, it is anticipated that government funding over the next parliament will reduce by the same proportion as it has since 2010. If this materialises for Dacorum it will mean funding reductions of a further 40%.

F2 - Lack of effective procurement and contract management

Category: Financial	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	3 High	6 Amber
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> - Increased budgets - Reduced service quality - Contractual disputes - Impact on reputation - Decision makers not fully briefed 		<ul style="list-style-type: none"> - Financial Regulations - Corporate Financial System - Agresso - Corporate Procurement Strategy - Procurement Standing Orders - continuously reviewed - Use of Herts Marketplace - Joint Procurement activity - Asset Management Group - Training programme 		<p>The existing controls ensure that the procurement process is kept under close scrutiny. Contract management has also improved and is more effective in relation to the high profile and/or high value contracts.</p> <p>There is still a risk of ineffective contract management in relation to the lower value contracts where there is less likely to be a designated contract manager.</p>	
Sign Off and Comments					

Sign Off Complete

STRATEGIC RISK REGISTER

March 2015



F5 - Risk of extensive damage to property arising from adverse weather conditions and/or unstable ground within the Dacorum area

Category: Financial	Corporate Priority: Safe and Clean Environment	Risk Owner: James Deane	Portfolio Holder: Cllr Nick Tiley	Tolerance: Tolerating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<p>That external funding is not made available for treatment and this gives rise to an expectation that the Council will provide funding for treatment works.</p> <p>That extensive response measures with partner agencies are required, with impact on the Council's capacity to respond, its resources and reputation if these are not well planned and well executed.</p>		<p>Responsibilities exists under the Civil Contingencies Act which are restricted to assessing the danger to the public and taking action to mitigate immediate danger. These responsibilities are shared with other public agencies.</p> <p>The council has received Counsel opinion that its duties are limited to taking reasonable steps to prevent risk to health and safety and do not extend to funding treatment costs.</p> <p>Emergency Plan.</p>			
Sign Off and Comments					
Sign Off Complete					

STRATEGIC RISK REGISTER

March 2015



I2 - Failure to effectively manage health and safety

Category: Infrastructure	Corporate Priority: Dacorum Delivers	Risk Owner: Sally Marshall	Portfolio Holder: Cllr Andrew Williams	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
Fatality or serious injury to employee/s or member/s of public Damage to DBC assets including property or property of others Criminal court cases with unlimited fines and/or imprisonment of Chief Executive, Directors or Responsible Managers/Officers Civic court case resulting in damages being paid by DBC Enforcement Notices from the HSE which could prohibit without appeal activities of the Council		H& S Policy Statement H&S Committee with Union representation, HR & Occ Health sub group, Service Providers sub-group Risk Assessment Training Other in House H&S training H&S Action Plan – including review of risk assessments Health Surveillance for HAV		Audit Committee report 25/4/12 Corporate Health & Safety Strategy Health & Safety Coordinator Role	
Sign Off and Comments					
Sign Off Complete					

STRATEGIC RISK REGISTER

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M1 - Failure to deliver required regeneration and economic growth

Category: Marketplace	Corporate Priority: Regeneration	Risk Owner: Mark Gaynor	Portfolio Holder: Cllr Andrew Williams	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
3 Likely	4 Severe	12 Red	3 Likely	3 High	9 Amber
Consequences		Current Controls		Assurance	
<ul style="list-style-type: none"> - Unforeseen changes in levels of demand for services - Political fallout - Failure by Council to meet citizen's needs - Unplanned for financial implications - Regeneration of key areas e.g. Town Centre - does not happen 		<ul style="list-style-type: none"> Hemel Evolution Programme Gade Zone Regeneration West Herts College new campus Corporate Regeneration Group Heart of Maylands programme Open for Business approach Development of Town Centre Partnership Dacorum Look No Further Use of Statutory Powers and own property assets Liaison with major land owners, institutional investors, land agents and employers 		<ul style="list-style-type: none"> Sustainable Community Strategy uploaded into Corvu MTFS Capital Strategy Effective Project Management Local Plan and associated planning documents Appropriately resourced team 	

STRATEGIC RISK REGISTER

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Berkhamsted Multi Storey Car Park
Sign Off and Comments
Sign Off Complete

M3 - Key commercial partnership fails or failure of services provided via a partner/contractor

Category: Marketplace	Corporate Priority:		Risk Owner: Steve Baker	Portfolio Holder:	Tolerance: Treating
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
2 Unlikely	4 Severe	8 Amber	1 Very Unlikely	4 Severe	4 Green
Consequences		Current Controls		Assurance	
<p>In the case of high value and/or high profile service contracts the consequence to the Council could be-</p> <ul style="list-style-type: none"> -damage to reputation -severe inconvenience to the public -failure to provide an essential service -punitive cost of securing an alternative provider at short notice -severe disruption to service 		<p>There are a number of controls built into the procurement process which mitigates against the risk of failure of a commercial partner, for example -</p> <ul style="list-style-type: none"> -eligibility criteria will include financial standing, capacity to provide the service in terms of requisite resources - the evaluation criteria will require the partner to demonstrate that they will be able to deliver the service in accordance with the specification <p>Once the contract has been let there will be regular meetings to monitor performance.</p> <p>The contract will contain an exit strategy which will deal with management of a failure on the part of the partner. The Council can safeguard its position by, for example, retaining ownership of plant and equipment (eg,</p>		<p>The existing controls will reduce the risk of a failure in a commercial partner as far as possible. The controls will ensure that the commercial partner has sufficient financial standing and operational capacity to undertake the contract.</p> <p>However, it is not possible to legislate completely against a commercial partner finding itself unable to perform the contract for a variety of reasons. That is always the inherent risk associated with outsourcing.</p>	

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vehicles, premises) to enable services to continue until a new provider can be found. The provider's staff will transfer back to the Council under TUPE. The contract will provide 'step in rights' in case of partial failure or early termination in the case of a total failure.	
Sign Off and Comments	
Sign Off Complete	

89- Disclosure of personal data in breach of the Data Protection Act					
Category: Reputational	Corporate Priority: Dacorum Delivers	Risk Owner: Steve Baker	Portfolio Holder: Cllr Neil Harden	Tolerance: Treating	
Inherent Probability	Inherent Impact	Inherent Risk Score	Residual Probability	Residual Impact	Residual Risk Score
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber
Consequences		Current Controls		Assurance	
Complaint to the ICO and a fine of up to £500,000 in serious cases. Reputational damage (which could be national as well as local).		The appointment of an Information Security Team Leader with the role of ensuring that the Council complies with the requirements of the Data Protection Act. Existence of a Records Management Policy and other associated policies and procedures including a Retention Schedule Policy which deals with the secure storage and destruction of personal data.		Having a dedicated visible presence and point of contact to provide advice, guidance and support to staff on information security and data protection related matters will help raise the awareness of the importance of handling personal data in accordance with the Council's policies and procedures. The Council's Records Management Policy and other related policies and procedures contain clear guidelines on records scheduling that cover all Council functions	

STRATEGIC RISK REGISTER

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Page 34	<p>The Council have a records disposal policy and documented destruction procedures and a prescribed form to be used by staff when disposing of Council records.</p>	<p>and enable staff to make a confident decision on records management and disposal.</p>
	<p>Regular review and updating of the policies and procedures referred to above.</p>	<p>The information audits are designed to ensure that the management of personal data which is stored in premises away from the Civic Centre is handled in a manner consistent with the Council's policies and procedures. The audit is also designed to ensure that as far as possible personal data is stored centrally in the Civic Centre.</p>
	<p>Information audit and physical storage audit has been carried out to establish the type of personal data being stored (either as paper documents or electronically), where and how the data is being stored and who by.</p>	<p>Having a closed loop disposal system reduces the risk of personal data being left in a place to which the public have access.</p>
	<p>Arrangements are in place for the secure disposal of confidential waste which include the provision of locked bins located around the Civic Centre and special arrangements for the disposal of bulk confidential waste by a specialist contractor.</p>	<p>By having a series of instructor led training on data protection and information security enables the Information Security Team Leader to inform staff of their responsibilities for handling personal data, make them aware of what constitutes a breach and the implications, what constitutes an offence and the implications and how to report such breach or offences by using the Council's incident reporting procedure.</p>
	<p>Frequent mandatory training of staff provided and run by the Information Security Team Leader.</p>	
	<p>The Council have a formal incident reporting procedure for reporting actual and technical security breaches. The procedure includes escalation to the ICO and CMT.</p>	
Sign Off and Comments		
Sign Off Complete		

STRATEGIC RISK REGISTER

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I am satisfied that there are a wide range of robust controls in place which significantly reduce the risk of a serious breach of data protection and we review these regularly. However there is a need to maintain vigilance and especially in relation to the management of physical files and we will continue to monitor this closely and take any action necessary to ensure we have a robust approach to preventing and dealing with breaches.

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AGENDA ITEM: 10

SUMMARY

Report for:	Cabinet
Date of meeting:	29 June 2015
PART:	1
If Part II, reason:	

Title of report:	Hemel Hempstead Ambassadors – start-up funding
Contact:	<p>Cllr Andrew Williams, Leader of the Council</p> <p>Author/Responsible Officer</p> <p>Chris Taylor, Strategic Planning and Regeneration Group Manager X3405</p> <p>Rebecca Oblein, Strategic Planning and Regeneration Team Leader X3482</p>
Purpose of report:	To request £140k to support the Hemel Hempstead Ambassadors initiative for a 2 year period. The Ambassadors is a continuation of the reputational work to raise the profile of the area to potential investors. The aim is that after the initial 2 year period the Ambassadors will be self-financing through its membership scheme.
Recommendations	<ol style="list-style-type: none"> 1. That Cabinet recommend Council to approve a supplementary estimate of £140,000, funded from the Dacorum Development Reserve, in order to finance the Ambassadors programme for two years
Corporate objectives:	The Ambassadors programmes supports the corporate objectives of Regeneration and Community Capacity through its purpose; to raise the profile of and to promote Hemel Hempstead, and by association the rest of Dacorum, as a great place to invest, to attract

	businesses, developers and talent (among others) into the area resulting in a thriving local economy.
Implications:	<u>Financial</u> Funding of £140,000 to cover the start up costs and the employment of a 'Place Manager' for 2 years, to support the development of the Hemel Hempstead Ambassadors.
'Value For Money Implications'	<u>Value for Money</u> Numerous economic and reputational benefits at low additional cost to the council. It is the intention that the Ambassadors will self-fund after the initial 2 year period.
Risk Implications	Reputational – Failure to get the scheme to self-fund after the 2 years seed funding. The Council would become a member of the company (limited by guarantee) being established to run the initiative and would appoint a minority of the Directors of the company but would have no ongoing liability. A report will be brought to a future Cabinet meeting to seek authority for this.
Equalities Implications	Equality impact assessment to be carried out.
Health And Safety Implications	None identified
Monitoring Officer/S.151 Officer Comments	Monitoring Officer: It is envisaged in the report that the Hemel Hempstead Ambassadors will form a not for profit company limited by guarantee, with the Council being a member of the company. This is an option which can be considered by Cabinet at a future date when members can be advised of the advantages and disadvantages of setting up a company vehicle. S.151 Officer There are sufficient funds within the Dacorum Development Reserve to fund this programme for two years, and the proposed usage is consistent with the approved purpose of the Reserve. Throughout the initial two-year period, the Place Manager should work closely with colleagues within Financial Services to monitor the longer-term sustainability of the project and the feasibility of it becoming self-funding. A plan should be developed which indicates key milestones for the associated costs transferring away from the

	Council and into the Ambassadors company vehicle.
Consultees:	
Background papers:	N/A

BACKGROUND

1. In April 2014 a presentation was made to the Maylands Partnership about the Burnley Bondholders Scheme, by the Chief Executive of Burnley Borough Council. The aim of the scheme is to get the local business community to be Ambassadors for the area, therefore raising its profile as a place to live and invest. The scheme has been running for 3 years and brings in approx. £75k per annum to be re-invested in activities which continually market Burnley to investors.
2. From this meeting discussions were held with senior business leaders in Dacorum to decide if a similar scheme would be advantageous locally.
3. A consultant was contracted to carry out exploratory work to see what current opinions are from business, of the area and to draw up the place 'story' which could be used to underpin a scheme.
4. A number of business and stakeholder workshops were carried out to ascertain current perspectives of the area, what are its strengths and weaknesses and what it is we should be making more of in promotional terms, see appendix 1 for full results of this work.
5. The outcome was that Hemel Hempstead is the "hero" in the area in economic terms with the rest of the borough benefiting from Hemel Hempstead doing well, gaining investment and having a much improved reputation in the business and investment world.
6. The story of Hemel Hempstead was developed into four themes and a narrative written, the themes are;
 - a. **Access all areas** –connectivity of road/rail/airports and relative location.
 - b. **Centre of Business and Enterprise** - location, Maylands, skills and employment, commercial property stock, industrial history etc.
 - c. **Active and green** – Countryside, canals, sports attractions, market towns and villages
 - d. **Living choice and value** – relating to pace of life, family amenities, affordable to desirable, complementary offers (MK, Watford, St Albans and London).

7. From this work a place board was formed from business leaders and the decision was taken to proceed with an Ambassadors programme for Hemel Hempstead.
8. A draft information pack has been pulled together which details elements of the scheme including the Ambassadors vision, the place story (this will be developed further into a promotional booklet), board members, aims of the scheme and a potential calendar of events (please note this is a live working document) see appendix 2
9. This programme will aim to launch Sept/Oct 2015 (dependant on recruitment) and needs DBC's support in the initial 2 years to fund the Place Manager (to run the scheme, develop the membership, arrange promotional events outside of the borough and to organise the membership benefits) with a small revenue budget;

Proposed budget (for 24 months commencing Set/Oct 2015)

2 years officer salary including on costs - £80k
Year 1 revenue budget (to upfront fund initial scheme collateral £40k
Year 2 revenue budget to support membership income - £20k

Total requirement - £140k

It is proposed that Cabinet agree a supplementary estimate for a total of £140k, to be drawn from the Dacorum Development Reserve over two years.

- 10 It is likely that the Ambassadors will set up a company – not for profit and limited by guarantee - to operate this initiative and council staff will assist in this process. In due course, assuming that the funding is secured, that the Place Manager would become an employee of the company. In the interim it is proposed that the Place Manager be a temporary employee of the Council, transferring across at some point during the two year period.
- 11 The Memorandum and Articles of the company, together with its constitution and rules of operation, will ensure that all monies are spent on proper purposes and that it will not be exposed to unreasonable risk.
- 12 The Ambassadors are keen to ensure Council involvement but without it being seen as part of the Council. They have suggested that the Leader of the Council and the Chief Executive be members of the Board, though would not have a controlling interest. As members of the company liability would be restricted to £1.
- 13 The proposal is that the Ambassadors would organise a series of events and presence at opportunities where the strengths and attractions of Hemel Hempstead can be championed and publicised.

- 14 All matters concerning the Council's membership and involvement in the company will be brought to a future Cabinet meeting for consideration.

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creating a new narrative and ambassadors group for Hemel Hempstead

agenda

what's the project for?

what we did

what we found

themes

next steps

what's the project for?

this project is about ...

growing the HH economy

enhancing local prosperity

making HH more competitive

developing the HH narrative

getting the HH message out there

creating a wider model of place leadership

creating an income stream to promote HH

thinkingplace



different thinking

what is Hemel Hempstead for?

who is Hemel Hempstead for?

what's special about Hemel Hempstead?

what is Hemel Hempstead's story?

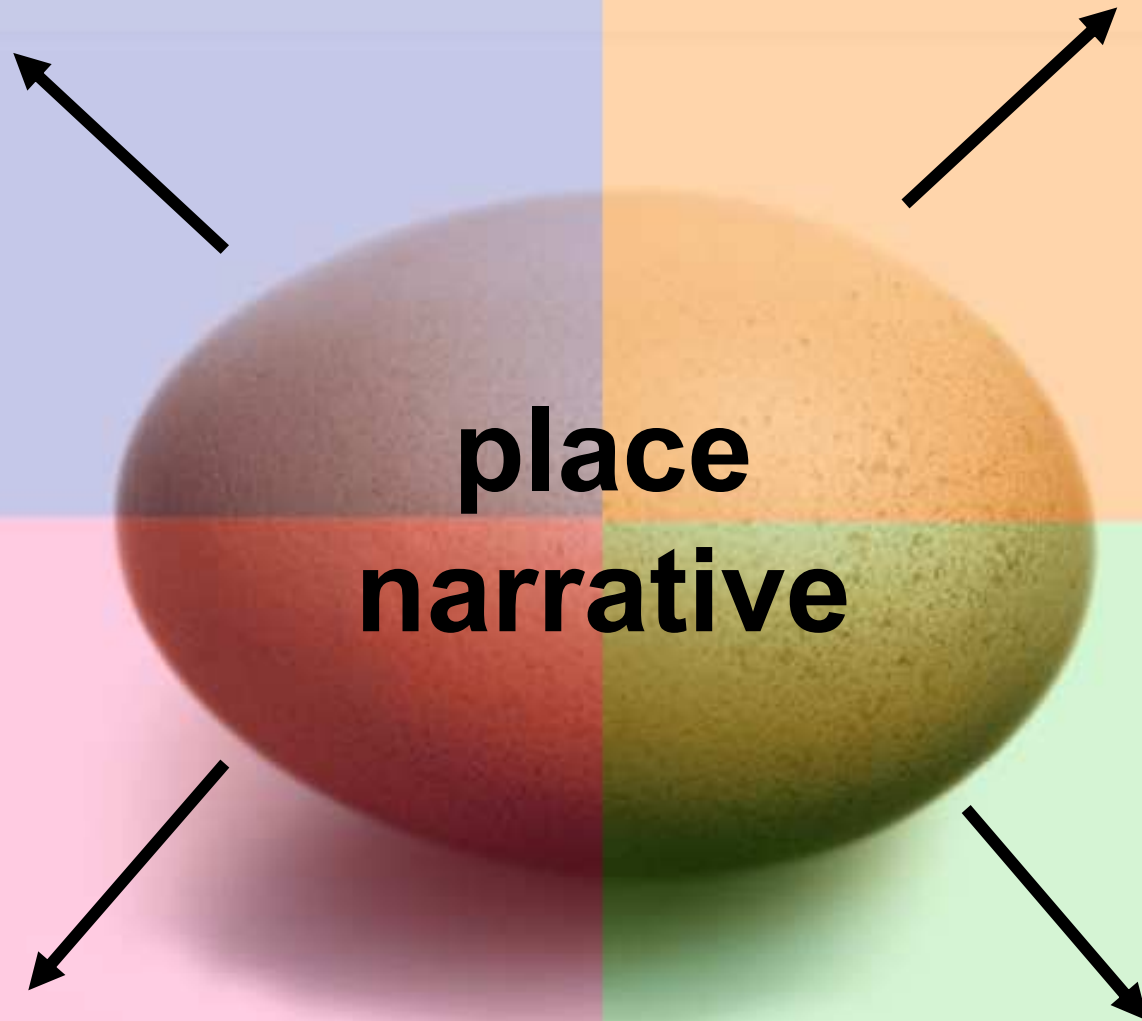
products

environment

**place
narrative**

communications

behaviour



what we did

place engagement

one-to-one interviews

workshop

focus group

project steering group

key strategies and documents review

immersion

communications review

web trawl

what we found

place engagement views (internal perceptions)

is Hemel Hempstead...

is Hemel Hempstead...	Y	N	DK
ambitious	44%	50%	6%
dynamic	28%	72%	0%
confident	33%	61%	6%
good place to live	67%	22%	11%
competitive	44%	44%	11%
complacent	33%	67%	0%
forward looking	78%	22%	0%
a good night out	11%	89%	0%
contemporary/modern	6%	94%	0%
a good place to shop	6%	94%	0%
good value (business)	89%	6%	6%

soulless

dull

slow

tired

lacking focus

car obsessed

untidy

bling

remote

incoherent

run down

confused

traditional

confused

competent

ambitious

flexible

well connected

has potential

changing

unpretentious

pragmatic

patched up

bi-polar

place engagement views (assets)

canal

water gardens

Snow Centre

villages

airports

magic roundabout

Old Town

motorways

Maylands

Chilterns

entrepreneurial

leisure/sports

Ashridge

development land

skills availability

Tring

rail link

XC

Berkhamsted

affordable housing

Harry Potter World

London

place engagement views

(challenges & what does it not do well)

limited promotion
town centre offer
by passed
low self esteem
train station

lacking identity
retail offer
no real heart (town)
meets basic 'needs'
night time economy

local transport
quality office space
dated buildings
talk itself up
disjointed
infrastructure

Watford
traffic volumes
broadband
unknown strategy
attracting pros

place engagement views
(the area as a business location)

location

workforce availability

airports

manufacturing history

London

more grow on support

connectivity

limited office space

big brands not used

high business rates

skills availability

place engagement views (Dacorum)

organisational brand - Council
no resonance beyond residents
old fashioned
unknown
meaningless

place engagement views (aspirations and opportunities)

town centre regeneration
attracting people from London
IT & research
an activity destination
improved image
embrace Watford

countryside
Harry Potter World
engage major brands
a full Maylands
Old Town
find its soul

place engagement views

(place of tomorrow)

strong business leader
professional
enthusiastic
engaging
vibrant

warm hearted
image conscious
people centric
smarter
better connected

stakeholder views (comments)

“it’s on the edge of the world”

“it offers the best of both worlds”

“it’s near London but it isn’t London”

“feels like a tired old place”

“easy and convenient”

“it’s an established community not a new town”

“Maylands; it’s just there, it’s a road”

“Dacorum is a made up name and means nothing”

“Dacorum is the Council’s badge and doesn’t relate to (my) place”

“the Council’s economic team are brilliant”

stakeholder views (other places)

describe other places...

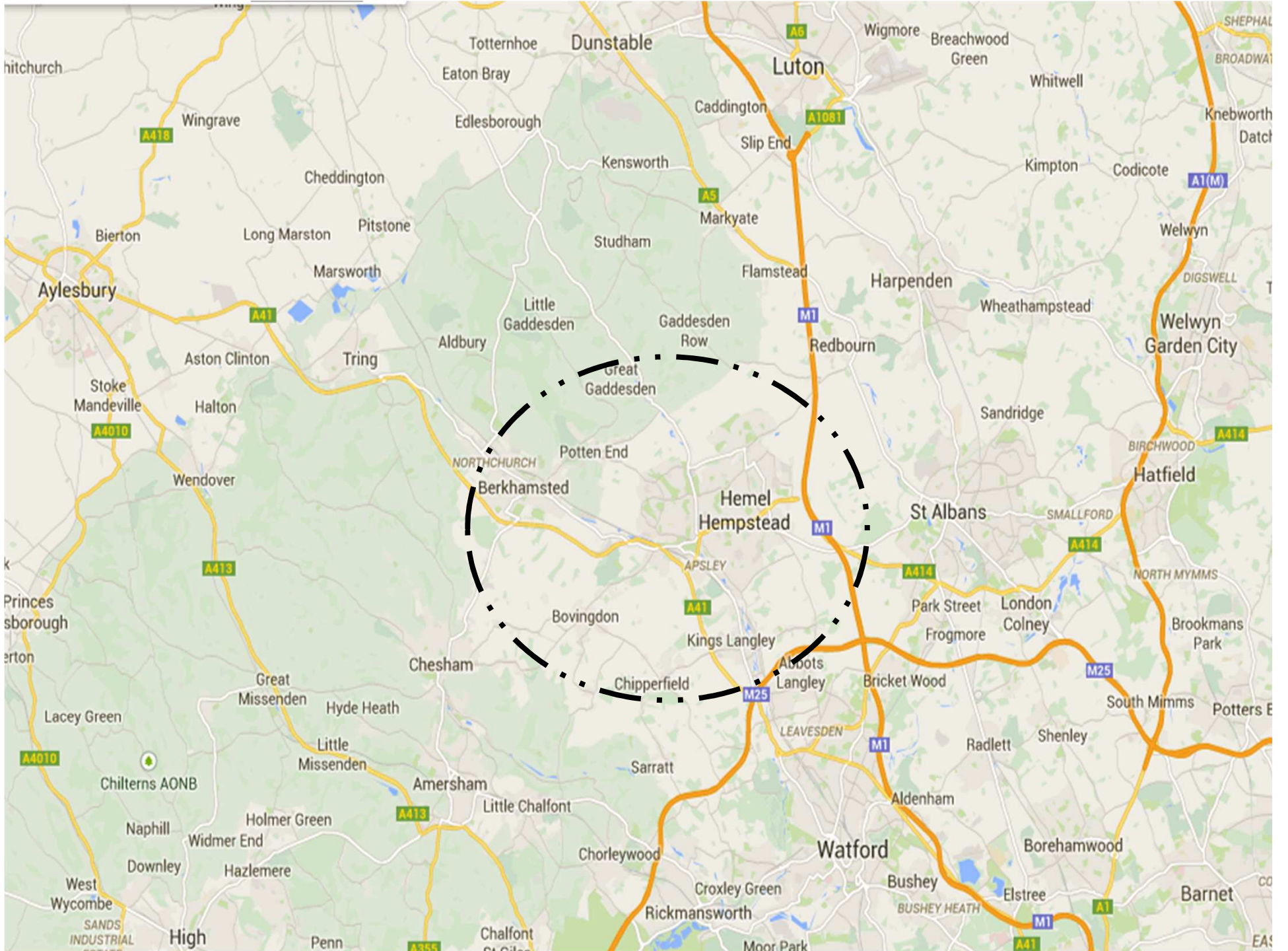
Luton	St Albans	Watford
horrible	posh	big
concrete	professional	dynamic
depressing	rich	growing
diverse	historic	football
hats	expensive	shopping
football	desirable	diverse
airport	family	night life
riot	aspirational	tired
	commuters	hospital

describe other places...

Luton	St Albans	Watford	HH
horrible	posh	big	changing
concrete	professional	dynamic	unattractive
depressing	rich	growing	tired
diverse	historic	football	poor image
hats	expensive	shopping	down market
football	desirable	diverse	leisure
airport	family	night life	countryside
riot	aspirational	tired	London
	commuters	hospital	good schools

stakeholder views (London connection)

great connectivity
good value
commuter town
leisure opportunity
slower pace of life
down market image
family links
affordable



what's important?

Hemel Hempstead is the 'HERO'

- not Dacorum
- not Berkhamsted
- not Tring
- it's more than the town centre

Maylands

- massively undersold as an asset
- confused identity
- not part of HH
- branding
- navigability
- animation

‘retail realism’

- meets ‘needs’
- easy to access
- can’t compete with other places’ offer
- functional
- can be a pleasant experience
- animation, colour, vibrancy, personality

Council

- positive views
- economically focussed
- bigger role to promote place

industry meets countryside

- 2 key assets missing from current image
- industrial heritage & current strength
- green residential areas
- town centre layout
- fantastic & accessible countryside close by

night time economy

- increased promotion of the Old Town
- more choice needed
- town centre different market

themes for Hemel Hempstead

if Hemel Hempstead is to succeed what should be the key themes to focus on to change its image and drive its transformation?

what they are

differentiation

direction

strategic

'engine'

drive expression

influence experience

what they're not

marketing messages

literal

what the customer sees

M1

rail links

countryside

North/Midlands/London

internal infrastructure

car obsession

M25

4 airports

green spaces

themes

access all areas

Maylands

Industrial heritage

location

development land

grow on support

brands

connectivity

skills & workforce

business support

branding

quality of business stock
infrastructure investment
public transport
entrepreneurial spirit

themes

centre of industry & enterprise

Snow Centre
villages
countryside
Ashridge
Paper Mill
Tring

XC
Old Town
Apsley marina
Chilterns
Whipsnade Zoo
Berkhamsted

football

cricket

Sportspace

Tring Park

National History Museum

basketball

Champneys

canal

Harry Potter World

themes

active & green

pace of life

QoL

improving town centre

contrasting places

affordable to desirable

complementary offers (Watford, MK, St Albans)

London

family amenities

meets needs

choice place to live

themes

living choice & value

themes

centre of industry & enterprise

active & green

access all areas

living choice & value

what happens next?

launch the HH narrative

launch HH Ambassador programme

potential audience 100+

those involved plus businesses

iconic venue

communicate activity plan

Dacorum / Hemel Hempstead Ambassadors

Stage 2 - Framework document

13/05/2015

Hemel Hempstead Ambassador vision

Hemel Hempstead Ambassadors will act as the economic champions of Hemel Hempstead, bringing together the knowledge, networks and influence of businesses, organisations and individuals as a powerful force.

Together Ambassadors will influence the place shaping of Hemel Hempstead, in order to compete, attract investment, business and visitors to create a more successful economy for the benefit of everyone.

Ambassadors will buy into an executive club which will help ensure they maintain an environment where businesses will grow and prosper.

Hemel Hempstead story

Hemel Hempstead was developed as a 'new town' after the second World War to house people displaced from London, with the first residents moving in during 1949.

The town continued to grow right through to the 1980s and now has a population of around 90,000 people. There were major developments on all sides of the original Hemel Hempstead which still has an identity of the 'old town'. The initial plan of Jellicoe, the architect for the town was a 'city in a park' and industrial areas were created to ensure that Hemel Hempstead wasn't just a dormitory town, the most significant being on Maylands Avenue.

The town is only 24 miles north west of London and this combined with its green surroundings have always made it popular, it is now the largest urban area in Hertfordshire.

Whilst Hemel Hempstead is a major residential area it is also a significant location for business and home to many well known brands such as Amazon, Bourne Leisure, Britvic and Steria helped by its proximity to London and excellent connectivity.

Making Hemel Hempstead the hero

We all want Hemel Hempstead and its surrounding area to be successful; to attract people to work and live in the area, encourage those here already to stay, persuade investors and developers to see us as a place worth investing in and create and attract new jobs whilst keeping the ones we have. At the same time it is important to raise ambition and aspiration amongst local residents, young people and businesses.

Our success will be determined by the choices people make about us and we need to encourage them to view us in a positive light by explaining why we are special, how we are creating a better place, what we offer and our plans for the future. We need to get on their 'short list' of places to consider.

Of course, many other places are doing the same, so we will have to work harder, smarter and together to be successful and this new 'Hemel Hempstead' story' will make it easier to deliver our message with clarity and consistency. Equally, it will act as the test to measure whether we are improving the quality of 'experience' we offer.

Making Hemel Hempstead the hero

It's important to remember that anyone considering us as a place usually has a number of options in mind. Before they add us to their list they need to have a good feeling of what our place is all about, what sort of reputation it has, what experience they might have here and what's different to do and see. Because it's people who are making these choices the decision is often as much about emotion as it is about facts therefore ensuring that they have a good 'feel' about Hemel Hempstead as a place is critical.

Our story will help to make Hemel Hempstead the hero, by characterising and championing what makes our place special and different.

This story and different thinking about how we develop our place will enhance how we communicate the area through our words and images; influence how we develop our welcome and customer service; determine how we improve the public realm with elements such as signage, landscaping and lighting; and put emphasis on the design and quality of what we build and develop.

So, over time the story will come to shape everyone's emotional and practical experience of Hemel Hempstead. What's more, by seeking to influence how we do things across the area, it needn't cost any more money to make a difference – fresh thinking, not big budgets. It will give us a clear direction for how the area should change and grow and why people should put it on their list of places to be.

Hemel Hempstead is a special place

We've taken a long hard look at our town and area so we know what's special about Hemel Hempstead in order that we can be clear what we need to focus on in order to be thought about and chosen. We're clear on why we are special and how we are different.

Our new story makes Hemel Hempstead the hero, captures the essence of the area and is at the heart of how we are going to get ourselves 'on the map' for all the right reasons.

It is unlikely the words that represent this new thinking about why we are special will be seen by our 'customers' – they describe the essence of the 'new Hemel Hempstead' as opposed to being marketing slogans. They will determine how we develop our proposition through the way we communicate, what we build, the environment we create and the way we behave.

Whilst some describe what we have and the way we are now, they also reflect what we want and need to be in the future – so our approach is both aspirational and rooted in a reality that can be seen today.

The themes of the Hemel Hempstead story

ACCESS ALL AREAS

There is no doubt that the great appeal of Hemel Hempstead is how well connected it is to London, the rest of the country and internationally. The train journey to London Euston is only around half an hour making it easy to commute either way and the M1 and M25 are right on the doorstep. Getting to the Midlands and North of England is as simple as going South and this is appealing in terms of accessing customers and other suppliers.

Hemel Hempstead also benefits from having London Heathrow, Gatwick, Luton and Stansted airports all within easy reach ensuring that it can act as a globally connected centre. The connectivity with the capital makes it effectively a part of the 'London experience' which is hugely attractive to investors and businesses as the city expands.

What's less well known is the fabulous countryside that Hemel Hempstead sits within which is literally 10 minutes drive from the town centre. There are extremely attractive areas and places such as Gaddesden, Tring and Berkhamstead that are just 'up the road'.

This truly is an urban green experience.

The themes of the Hemel Hempstead story

CENTRE OF INDUSTRY AND ENTERPRISE

Whilst many know Hemel Hempstead as a major residential town that knowledge doesn't necessarily extend to the commercial centre it represents. The thriving Maylands Business Park is a major asset for the town yet the two don't support each other as well as they could. There is an opportunity through signage and branding to bring place and park together. The area has an industrial and business heritage and is known for brick and paper making, firework manufacture and newspaper publishing; so commerce is in its DNA.

There is no doubt that its growth both in service and manufacturing businesses is related to its proximity to London, fantastic connectivity and access to skilled people. There is also an availability of development land and the council is renowned for its business and 'grow on' support. The quality of the brands that operate from Hemel Hempstead is testament to its attractiveness. Most importantly there is a contagious entrepreneurial spirit that pervades the area and acts as a stimulant for new companies;

Hemel Hempstead is a place 'you can do business'.

The themes of the Hemel Hempstead story

ACTIVE AND GREEN

Hemel Hempstead to many peoples' surprise manages to achieve a wonderful contrast of a new, growing, changing urban centre and residential town with magnificent countryside and rural attractions that are completely unspoilt. Even within the town there is an attractive dichotomy between the retail centre in the new town and the eating, drinking and cultural offer of the old town.

In the surrounding area there is myriad of places to visit and enjoy including the beautiful Ashridge Estate, National Trust property; Harry Potter World; part of the Natural History Museum at Tring; Whipsnade Zoo; Apsley marina; the Chilterns; Champneys Spa Resort as well as spending time in the beautiful villages of the area.

If you want to get active with your family or by yourself the area boasts many opportunities from the simplicity and easy pace of walking and cycling to the adrenaline fixs provided by the Snow Centre and XC, the extreme sports venue which includes a skate park and caving system. There are also football, cricket and basketball teams to watch and clubs to join.

Hemel Hempstead; one place many experiences.

The themes of the Hemel Hempstead story

LIVING CHOICE AND VALUE

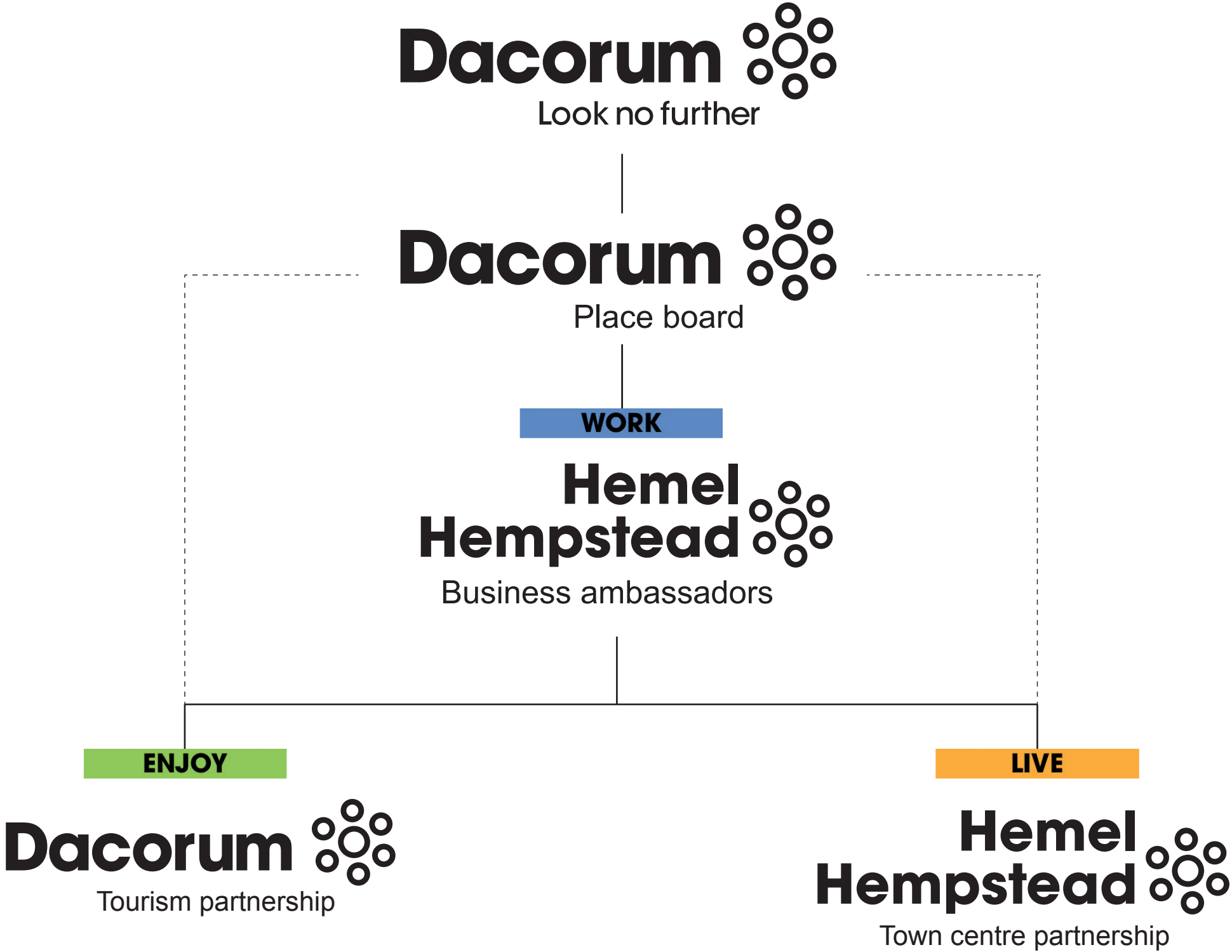
Being able to work and play in one of the greatest cities on the planet brings many people to London but they can't all afford to live there or perhaps they want a work/life balance which includes green spaces and fresh air. Hemel Hempstead allows you to enjoy the buzz and bustle of the city of London with an amazing quality and pace of life that comes at a price that suits all budgets from affordable to desirable.

There are a choice of places to live from small villages to estates or apartments and as has been highlighted there are a host of amenities in the area. The town centre is being given a new lease of life with transformational public realm and regeneration of its green spaces, the old town has already benefitted from a complete regeneration programme and there are complementary shopping and leisure opportunities in Milton Keynes, Luton and Watford. Hemel Hempstead has the spaces and places for you to want to call it home.

Hemel Hempstead; the London location to build your business and grow your life.

Proposed structure

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Place board members

Jean Mcleish	Steria
Andrew Fraser	Frasers
Sally Marshall	Dacorum Borough Council
David Furnell	Furnell Transposrt
Andy Cook	FFEI
Dave Moore	Satellite Creative
Sam Budhdeo	Symbio Energy Ltd
David Bogle	HPCHA
Gitika Kalra	Symbio Energy Ltd/Corona Properties
Ambi Singh	Corona Properties
Martin Fieldman	Dacorum Tourism Partnership
Andrew Williams	Leader of the Council
Peter Willson	Hopespare Ltd
Sue Davies	Bourne Leisure

What are the Ambassadors and why are they so important?

Getting Hemel Hempstead thought about, ensuring its messages are out there and taking responsibility for helping make it more successful is everyone's role, not just the councils' or LEP's and that's where Ambassadors come in.

THEY ARE:

- Organisations who want to see Hemel Hempstead succeed and are enthusiastic about being part of making that happen
- Advocates for the place who want to, and can, explain how it is special through their knowledge of its success stories, businesses, brands and attractions; they 'tell' and 'sell' the Hemel Hempstead story
- People who contribute their ideas, energy and money to ensure the ambitions of the region are understood, heard about and realised
- The very best people to tell our stories to their customers, contacts and friends who are important audiences for Hemel Hempstead
- Organisations who by coming together as Ambassadors gain knowledge, networks, relationships and insight that help them and help the place

What we are aiming to achieve?

The Local Enterprise Partnership, local authorities and many other organisations have been focused on raising the profile of Hemel Hempstead and getting its message heard by those that matter.

WE ARE:

- Providing focus and leadership for the place, not organisations
- Highlighting the achievements, companies, brands, assets and people that make our region competitive, attractive and successful
- Aiming our efforts and activity at decision-makers and influencers outside Hemel Hempstead
- Creating a powerful group of advocates for the region who are our Ambassadors in every sense
- Giving people the knowledge, opportunities and materials so they can 'sell' Hemel Hempstead with confidence and credibility
- Delivering place-led activity that isn't happening and should be, whilst adding value to existing initiatives

Members benefits

- PR activity taking place paid for with member funds, raising the profile of the area
- Business Networking with executive business members
- Attracting & retaining the right staff – Marketing package promoting the place
- Elite Exclusive Club to help ensure a prosperous future
- Members area on website raising business profile by association
- High quality events with high profile speakers
- Local knowledge – informed of what's going on first to impact your business
- Ability to influence future plans

Calendar for Ambassadors 2015-2016

SEPTEMBER 2015 LAUNCH OF THE AMBASSADORS

Possibly a linked event to the September 27th Town Centre Launch festival - a conference dinner on the 25th inviting many potential ambassadors and introducing the Place Manager and the Ambassadors concept – Inspirational speaker and possibly someone from another Ambassador scheme.
Update from DBC on regeneration and future investments such as Town Centre and Maylands.

NOVEMBER 2015

Networking event - High level inspirational speaker pre Christmas (before the Christmas season)
Update from DBC.

JANUARY 2016

Looking forward to 2016
Opportunities and news
Update re Town Centre Business Improvement District (BID)
Highlighting the value of private and public Sector working together and the success it brings

MARCH 2016

Visit for ambassadors
Event in London - House of Commons or The Shard
How to attract investment possibly invite prospective developers set out what Dacorum has to offer

MAY 2016

Event at Ashridge – possibly a focus on recruitment and retention of staff and training
Promoting the Heritage of Dacorum – the tourism agenda

JULY 2016

Summer Ball with and inspirational speaker and highlighting on some local business successes and summing up the Ambassadors progress and outcomes
Update from DBC