

# CABINET AGENDA



**TUESDAY 24 NOVEMBER 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 Harden
Councillor Griffiths (Deputy Leader)	Councillor Marshall
Councillor Elliot	Councillor Sutton

For further information, please contact Michelle Anderson

## AGENDA

### 1. MINUTES (Pages 4 - 21)

To confirm the minutes of the meeting held on 20 October 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**

There are no referrals to Cabinet

#### **6. CABINET FORWARD PLAN (Pages 22 - 23)**

#### **7. BUDGET MONITORING QUARTER 2 2015/16 (Pages 24 - 41)**

#### **8. THE DACORUM COMPACT (2015 - 2019) (Pages 42 - 57)**

#### **9. ANNUAL REVIEW OF HOUSING REVENUE ACCOUNT BUSINESS PLAN 2015/16 (Pages 58 - 93)**

#### **10. YOUNG PERSON'S HOUSING STRATEGY (Pages 94 - 122)**

#### **11. HOUSING DEVELOPMENT UPDATE (Pages 123 - 131)**

#### **12. TWO WATERS REGENERATION FRAMEWORK (Pages 132 - 177)**

#### **13. CONSERVATION STRATEGY 2014-2019 (Pages 178 - 215)**

#### **14. REVIEW OF SCRUTINY & PORTFOLIO HOLDER ROLES & RESPONSIBILITIES (Pages 216 - 229)**

#### **15. 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.

**16. MAYLANDS BUSINESS CENTRE EXTENSION**

Report to follow

# Agenda Item 1

## MINUTES

## CABINET

20 OCTOBER 2015

**Present:**

**Members:**

**Councillors:** Williams (Leader)  
Elliot  
Harden  
Marshall  
Sutton

<b>Officers:</b>	Steven Baker	Assistant Director - Chief Executive's Unit
	Elliott Brooks	Assistant Director for Housing
	James Deane	Corporate Director - Finance and Operations
	James Doe	Assistant Director of Planning and Regeneration
	Mark Gaynor	Corporate Director (Housing & Regeneration)
	Sally Marshall	Chief Executive
	Paul O'Day	Corporate Health & Safety Lead Officer
	Matt Rawdon	People
	Laura Wood	Strategic Planning & Regeneration Team Leader
	Kevin Langley	Strategic Planning & Regeneration Officer
	Heather Overhead	Strategic Planning & Regeneration Officer
	Claire Lynch	Community Partnerships Team Leader
	Anne Stunell	Human Resources Team Leader
	Natasha Brathwaite	Strategic Housing Team Leader

The meeting began at 7.30 pm

### **CA/1/15      MINUTES**

The minutes of the meeting held on 15 September 2015 were agreed by the members present and signed by the Chairman.

### **CA/2/15      APOLOGIES FOR ABSENCE**

An apology for absence was received on behalf of Councillor Griffiths

### **CA/3/15      DECLARATIONS OF INTEREST**

Councillor Marshall declared a Personal Interest in Item 9

'Voluntary sector funding – Changes to grant arrangements for the Strategic Partners' as she is a trustee for Centre in the Park.

Councillor Marshall also declared a Personal Interest in Item 16 'Strategic Review of Sports and Leisure Facilities in Dacorum' as she is a member of Sportspace.

**CA/4/15      PUBLIC PARTICIPATION**

None received

**CA/5/15      REFERRALS TO CABINET**

None received

**CA/6/15      CABINET FORWARD PLAN**

That the Cabinet Forward Plan be noted, subject to the following amendments:  
**Add to November – 'Review of Scrutiny Roles and Responsibilities' (S Marshall)**  
**Add to December – Committee Timetable 2016-2017 (S Baker)**

**CA/7/15      STRATEGIC RISK REGISTER - QUARTER 2 2015**

That Cabinet note the updates to the Strategic Risk Register as at the end of Quarter 2, 2015, and identify any amendments to existing risks or areas for further consideration by Officers.

**Reason for Decision**

To provide Cabinet with the quarterly update on the Strategic Risk Register.

Implications

Financial

The effective management of strategic risks and opportunities reduces the time and associated costs of dealing with unforeseen events and increases the likelihood that the Council will be able to take advantage of opportunities to deliver its objectives as set out in the Corporate Plan and supporting strategies (e.g. medium-term financial strategy, asset management strategy).

Risk Implications

Risk Assessments are included for each item on the proposed revised Strategic Risk & Opportunity Register.

Equalities Implications

None identified.

Health And Safety Implications

Effective risk management supports the Council's Health & Safety policies. By giving careful thought to the risks inherent in projects and changes in the ways services are delivered, the health and safety of both service users and staff are better protected.

Corporate Objectives  
Corporate Governance

Advice

The Portfolio Holder Finance & Resources introduced the report and noted that it was the first one following the workshop held in July.

Consultation

Consultation took place with:

- Cabinet
- Leader of the Opposition
- Chief Officer Group
- Linda Dargue, Insurance & Risk Manager
- Mazars (the Council's Internal Auditors)

Voting

None.

## **CA/8/15      ALCOHOL POLICY**

That Council be recommended to approve the Alcohol Testing Policy as set out in the Cabinet report which is intended to supplement the Council's existing Alcohol Drugs and Substance Misuse Policy.

Reason for Decision

To seek approval to an Alcohol Testing Policy.

Implications

Financial

There are costs associated with procurement of monitoring equipment as detailed in the report.

Risk Implications

Currently there is a risk that action could be taken against the Council for unfair dismissal as there is no objective testing/screening to test employees for alcohol

limits whilst at work. To ensure that the final process is objective an independent accredited organisation would be employed to conduct the final alcohol test using home office approved breathalyser. Any risks are offset by the consequences of any incident or accidents caused by personnel that have excess alcohol whilst engaged in work activities or driving.

The key risks :

- Statutory non compliance
- Risk of serious accidents/fatalities
- Legal action taken against the Council (both criminal & civil)
- Reputational damage to Council

#### Community Impact Assessment

A Community Impact Assessment is not applicable as the drink/drive used for the purposes of this policy are set out in legislation and do not discriminate between individuals, culture, gender, disability or age etc. This policy relates to employees only.

It is proposed this policy applies to all staff across the Council. This addresses concerns from the unions that operational staff at the depot could be targeted unfairly as many of the depot staff drive or operate machinery.

#### Health And Safety Implications

None. Implementation of the policy will enable DBC to demonstrate they are complying with Health & Safety requirements and best practice.

#### Corporate Objectives

Resources and Value For Money;

Optimise Resources and Implement Best Practice.

#### Advice

The Portfolio Holder for Environmental, Sustainability & Regulatory Services introduced the report and explained that currently there were no objective methods of testing, so this policy would change that. It was highlighted that the Union fully supported the proposals. The Portfolio Holder stressed that this policy would cover all staff regardless of grade, department or role.

The process would involve two stages for testing and could be carried out if there was suspicion that a member of staff was drunk, following an accident or as part of random testing. Environmental Health staff would carry out the initial test and then if one was positive it would be passed to external testers.

The Group Manager for People added that as part of the initial random testing, fifty names would be selected from a staff database, which would be reviewed to ensure the process remained fair and consistent across the organisation.

Consultation took place with:

- Unions
- Cupid Green Health & Safety Group
- Health & Safety Committee
- CMT

Voting

None.

**CA/9/15      VOLUNTARY SECTOR FUNDING – CHANGES TO GRANT ARRANGEMENTS FOR THE STRATEGIC PARTNERS**

That Cabinet approve -

1. To replace the existing core funding arrangements for the Council's Strategic Partner voluntary sector organisations with an outcome based commissioning model with effect from 2016/17.
2. the proposed financial envelope of £619,000 and the revised distribution of those funds between the services from 1 April 2016 as set out in Appendix 2.
3. the new groupings of services as set out in the Appendices.
4. the contract duration of a minimum of three years with an option to extend for up to a further 24 months based on the performance of the contract.
5. the phased implementation timetable as set out in Appendix 3.
6. the service outcomes for the Advice, Information and Advocacy Service as set out in Appendix 1a.
7. To give delegated authority to the Portfolio Holder for Residents and Corporate Services to make all future decisions relating to the commissioning of voluntary sector services in 2016/17. This will include decisions on the service outcomes (except for the Advice, Information and Advocacy Service), any variations or amendments to the tendering timescales and contract awards.

**Reason for Decision**

To seek the agreement of Cabinet for the introduction of a commissioning approach to the funding of the Council's voluntary sector Strategic Partners with effect from 2016/17 and to seek delegated authority for the Portfolio Holder for Residents and Corporate Services to make various decisions for the implementation of the commissioning process.

Financial

The overall cost to the Council for these services, which is committed until 31 March 2016 is £813,800 per annum.



£753,800 from the General fund (£627,550 per annum in grant funding , £105,500 in reduced income from full market rent and £20,750 in reduced business rates) and £60,000 from the Housing Revenue Account (HRA).

#### Risk Implications

Some of the Strategic Partners may not be ready for the commissioning process but this has been mitigated by the holding of workshops, the consultation process and the phasing of the tendering exercise throughout 2016/17 to enable more preparation time.

Some of the current Strategic Partners may not be commissioned to carry out the new services and therefore may not be able to continue to operate.

#### Equalities Implications

Equality Impact Assessment carried out on 2 October 2015

#### Health And Safety Implications

None identified.

#### Corporate Objectives

1. Community Capacity: enabling self-help and volunteering to build communities.
2. Regeneration: developing skills and aspirations of local people.
3. Dacorum Delivers: developing more effective ways of delivering services which meet customer expectations.

#### Advice

The Portfolio Holder for Residents & Corporate Services introduced the report and explained that it had been discussed by CMT, Cabinet colleagues and two Overview and Scrutiny Committees (OSC), who raised some concerns around funding and lack of provision for residents.

The Assistant Director for the Chief Executives Unit explained that the Housing and Community Overview & Scrutiny committee raised a number of concerns, including, wanting reassurance there would be full consultation with the voluntary sector, ensuring the outcomes remained flexible and broad based, seeking confirmation of the tendering process, ensuring all existing providers benefited from the business rates and if the provider is changed then they needed to publicise this with local residents. The Assistant Director for the Chief Executives Unit added that the OSC were assured that a communications plan would be requested as part of the tendering process. In general, OSC supported the change.

The Portfolio Holder for Environmental, Sustainability & Regulatory Services referred to recommendation seven of the report and sought confirmation that it was implying that the Portfolio Holder for Residents & Corporate Services would make the final decision as to who to award the contract, based on officer advice.

The Assistant Director for the Chief Executives Unit confirmed this would be the case.

The Portfolio Holder for Environmental, Sustainability & Regulatory Services felt there was potential for this to be a very explosive situation which could result in large public concern. She felt that the decision maker should be Cabinet as a whole rather

than an individual. Therefore she suggested altering recommendation 7 so that power was given to Cabinet and not the Portfolio Holder.

The Leader of the Council felt that in reality it would not make any difference. The outcome of the tender would be based on a set criteria. He was inclined to leave the responsibility with the Portfolio Holder, giving him the option to seek advice from Cabinet if needed.

The Portfolio Holder for Environmental, Sustainability & Regulatory Services reiterated that as this was a sensitive area she would prefer the whole Cabinet being responsible rather than an individual.

The Portfolio Holder for Residents & Corporate Services noted that if he was presented with a winner of the tendering process based on the scoring results he would be inclined to accept, as would Cabinet if they were presented with the same results.

The Portfolio Holder for Finance & Resources supported the Leader's views and felt that if it was a group decision it could become more bureaucratic. He agreed with the recommendations that it should be considered by officers and the Portfolio Holder.

The Portfolio Holder for Planning and Regeneration also supported the recommendations to keep responsibility with the Portfolio Holder.

The recommendations were agreed by Cabinet, however The Portfolio Holder for Environmental, Sustainability & Regulatory Services requested that the minutes record her concerns regarding recommendation seven.

#### Consultation

Consultation took place with:

- Service users - currently funded through the Strategic Partner Programme
- DBC Staff
- Strategic Partners
- Cabinet members and CMT
- Finance and Resources OSC 7 October 2015
- Housing and Community OSC 14 October 2015

#### Voting

None.

### **CA/10/15     APPRENTICESHIP SCHEME**

1. To approve the establishment of an Apprenticeship Scheme for 2016; and,
2. That Council be recommended to approve the release of £41,522 from the Management of Change reserve in order to deliver the scheme.

#### **Reason for Decision**

To recommend to Cabinet the establishment of a new Apprenticeship Scheme Framework to support the Council's workforce development needs and contribute to the economic regeneration of Dacorum.

## Implications

### Financial

The cost of establishing this scheme from January 2016 is £41,522 which will create two apprenticeship opportunities at Dacorum.

### Value for Money

There will be a competitive salary package and development plan in place to ensure staff are supported and productive.

### Risk Implications

If the Council decided not implement this programme the following risks have been identified:

- Risk of increasing skill gaps for the local area, which would impact on the local economy.
- Reduced employment opportunities for people in the local community.
- Not supporting the delivery of economic well being in the local community.
- Workforce issues will remain in some services

### Community Impact Assessment

A Community Impact Assessment has been completed

### Health And Safety Implications

All posts would be supported by the Council's Health and Safety policies.

### Corporate Objectives

### Regeneration and Economy

Working with those offering skills, training and apprenticeships needed for local jobs.

### Advice

The Portfolio Holder for Residents & Corporate Services reported that in May 2012, Cabinet agreed to support and fund an Apprenticeships Scheme Framework, to support and enable the employment of local people, and contribute to the economic regeneration of Dacorum.

The council had supported 19 apprentices since 2012 and a quarter of those had found employment with Dacorum Borough Council.

The Portfolio Holder for Finance and Resources felt this was a very worthwhile scheme and fully supported the recommendations.

The Leader of the Council asked when the apprentices would be with the council.

The Team Leader for Human Resources explained that the process would begin as soon as possible with the aim for them to start in January 2016.

The Portfolio Holder for Planning and Regeneration asked if they had looked at specific areas for their employment.

The Team Leader for Human Resources said they would look at areas where it was difficult to recruit to.

Consultation

**Consultation took place with:**

- Cllr Neil Harden
- Assistant Director – Chief Executive’s Unit
- Corporate Management Team – workforce planning paper

**Voting**

None.

**CA/11/15     HOMELESS GRANT PREVENTION FUND**

1. That Cabinet approve a drawdown of £50K from the Homelessness Prevention Fund to fund the initiatives set out in Section 2 of this report.
2. That Cabinet also approve a drawdown of £45k from the Homelessness Prevention Fund to fund two posts in the team (Private Sector Housing Partnership Officer and Lead Officer Private Sector Housing) plus training for officers, in order to ensure that the Council has the resources needed to carry out the initiatives set out in Section 2 of this report.

**Reason for Decision**

To set out a proposal to Cabinet for the drawdown of funds, from grants made to the Council as ‘Homelessness Prevention Funds’, to be used by the Council’s Strategic Housing Service to fund homelessness prevention initiatives.

Implications

Financial

The Strategic Housing Service is proposing a drawdown of £50,000 from the ‘Homelessness Prevention Fund’, which is government grant ring-fenced to be spent on schemes to prevent homelessness.

The £50,000 is the total remaining grant not already committed to spend by the service. The grants making up this pot are not automatically re-occurring, and therefore unless the Council receives further grants, continuation of these schemes would have to be reviewed in terms of value for money and savings achieved.

Value for Money

The Council’s Housing Advice and Options team provide advice and options to prevent homelessness in situations where the current home is no longer appropriate. Where possible (but only where the home is safe), officers will first seek to prevent homelessness by stabilising a household’s current accommodation through mediation with family or a private landlord.

The Council's private rented sector deposit guarantee scheme 'Help to Rent' is the main homelessness prevention scheme available to officers trying to prevent homelessness in situations where the current home is no longer appropriate.

A household that becomes homeless carries a significant cost to the Council in terms of providing a temporary accommodation placement and managing the licence, investigating the homelessness case, providing welfare and support, and the clearance and void maintenance costs after move-on.

The private rented sector is very strong in Dacorum and landlords are able to set high market rents that out-price most prospective tenants on low incomes and/or in receipt of benefits.

Termination of an 'Assured Shorthold Tenancy' (AST, the standard form of tenancy used in the private sector) is increasing and is now the main reason for homeless presentations to the Council. In 2009 and 2015 this reason for homelessness accounted for 11% and 50% respectively of all homeless duties awarded by the Council.

Prevention of homelessness is value for money and the Strategic Housing Service is proposing to allocate funds as follows:

- £10,000 for a cash incentive scheme to attract landlords to work in partnership with the Council's Help to Rent scheme.
- £30,000 to be available to officers for rent in advance/bridging deposit payments;
- £5,000 to pay for travel arrangements; and
- £5,000 to cover other emergency provision.

## Risk Implications

### Rogue private landlords

The Council is aware that among the many good landlords with properties that they are happy to let at more affordable prices, there are those rogue landlords who purposefully target the bottom end of the market in order to exploit financially vulnerable people. The Council is committed to carrying out a 'fit and proper person' test on all prospective landlords and getting them to sign a 'fit and proper person' statement. The Help to Rent team also has a good working arrangement with the Council's Environmental Health team who will take referrals to investigate a landlord if there is evidence they are acting unlawfully.

### Fraudulent homeless applications

The Council receives a high number of presentations from households either homeless or under threat of homelessness. Among these there may be those making false declarations about their circumstances in order to access assistance with housing.

The Strategic Housing Service works closely with the Corporate Anti-Fraud team to identify households that it suspects have committed fraudulent activity. This will then be investigated and may lead to criminal proceedings.

#### Equalities Implications

It has been identified that young people, and young lone parents in particular, struggle to access the private rented housing market in Dacorum. As part of delivering the initiatives proposed in this report the Council wants to work to mitigate some of the negative perceptions among landlords about renting to young people or people on benefits.

No reasons to expect discrimination from the service have been identified that the Council does not have processes in place to mitigate.

#### Health And Safety Implications

The Help to Rent service is committed to maintaining its relationship with the Council's Environmental Health service so that they are aware of the private sector properties in the scheme, and work in partnership if any health and safety concerns are raised relating to properties.

#### Corporate Objectives

#### Affordable Housing

#### Advice

The Assistant Director for Housing noted that the purpose of the report was to request the drawdown of funds, from grants made to the Council as 'Homelessness Prevention Funds', to be used by the Council's Strategic Housing Service to fund homelessness prevention initiatives. He explained that homelessness was increasing and more people were coming to the council to seek advice and accommodation, therefore investment was key.

Statistics were given to the committee highlighting that 127 people had sought advice during September 2014 and this had risen to 209 people during September 2015. In addition 38 people had sought accommodation as of September 2014 and year to date in September 2015, this had risen to 142. The trend was increasing and the Council had to manage this with its own stock and Bed and Breakfasts.

The Portfolio Holder for Residents & Corporate Services referred to section 2.1 of the report and asked what the £5,000 to pay for travel arrangements and £5,000 to cover other emergency provision included.

The Strategic Housing Team Leader explained the travel arrangements could cover train or taxi fares, which most of the time were within Hertfordshire. On occasions this could have to stretch to Birmingham or Manchester. Emergency provision could involve costs to assist a victim of flooding or fire and require one off payments for emergency items such as warm clothing.

It was noted that St Albans council were referring people to Dacorum to be placed in local Bed and Breakfasts.

The Strategic Housing Team Leader confirmed that councils were made aware if others were making placements within the local area. She knew that St Albans were currently experiencing difficulties.

The leader of the council asked if under the landlord incentive scheme, could landlords terminate the contract after 6 months and then re-sign, in order to receive the incentives.

The Strategic Housing Team Leader said this could not be done and the process would ensure it could not be exploited.

#### Consultation

Consultation took place with:

- Cllr Margaret Griffiths
- Elliott Brooks - Assistant Director for Housing
- All Housing Service Team Leaders and Group Managers

#### Voting

None.

### **CA/12/15     TOWN CENTRE MANAGEMENT STRATEGY UPDATE, INCLUDING OUTDOOR TRADING**

1. That the action taken to deliver the Town Centre Strategy as detailed in the Cabinet report be noted.
2. The approach to future Town Centre Management post March 2016 be agreed
3. The draft Pavement Strategy for outdoor trading as set out in the Cabinet report be agreed

#### **Reason for Decision**

To update Cabinet on the work that has been undertaken on the Town Centre Strategy since it was adopted in October 2014, approve the approach to be taken to the management of the town centre post March 2016 and to approve draft pavement strategy.

#### Implications

#### Financial

Two members of staff were revenue funded for a two year period over 2014-2016. In this time it was investigated as to how town centre management could be funded externally through the form of a BID (Business Improvement District). This is a lengthy process, and whilst steps are being taken to seek a BID for the town centre, Officers have investigated potential additional sources of revenue income. This report highlights a 'Pavement Strategy' to achieve income through consents for street trading. It is estimated that the net impact of these will generate around £38,000 of additional revenue generated.

### Value for Money

This project has enhanced both how we use and maintain assets within the town centre by either prolonging the life of the assets through improved maintenance or by bringing in additional income by making better use of the assets. There have also been more events held, bringing in large numbers of people and significant increases in trade on the days of the events.

### Risk Implications

With the additional funding for the town centre soon to be finished certain services/activities will have to be resourced if they are wanted to continue or will have to cease from happening.

### Equalities Implications

None identified.

### **Health And Safety Implications**

None identified.

### Corporate Objectives

The regeneration of Hemel Hempstead Town Centre forms a key part of the “Regeneration” & “Dacorum Delivers” corporate objectives.

The Town Centre Strategy details the plans for the town centre until 2017. It delivers the potential to maintain and grow the economy of the town centre by enabling opportunities to come forward, attracting new inward investment, continuing and enhancing business support services and looking to maximise the financial contributions of council assets within the town centre.

### Advice

The Portfolio Holder for Planning and Regeneration thanked the team for the excellent report. He explained that regeneration in the town was now well underway. The Clean, Safe and Green teams were involved with the town and market management. He added that part of the report focussed on the pavement strategy and monitoring businesses conducting trade on the pavements. If this was adopted it would bring in more revenue to the borough. He felt this was a strong, robust policy which he was happy to recommend to Cabinet.

The Assistant Director for Planning, Development & Regeneration noted that resources are in place to continue working on the action plan set out in the Town Centre Strategy until March 2016. From then, and in the absence of resources from a future BID levy, there will be a need to prioritise what the Council is able to continue to provide in the town centre from established core budgets. Therefore points to note were included as part of paragraph 4 of the report to Cabinet.

The Portfolio Holder for Residents & Corporate Services referred to paragraph 5 of the report and the £38,000 which could be generated through promotional space bookings each year. He asked what the current revenue was for these space bookings.

The Assistant Team Leader for Strategic Planning & Regeneration said this was currently limited as no one was actively promoting it. He felt it could be between £5-



10k. The council use a company to help promote these spaces, which it did not pay for, however received any income generated.

The Leader of the Council asked if there was anything the council could do to minimise and control the amount of people who carry out surveys etc. on the streets. The Assistant Team Leader for Strategic Planning & Regeneration explained that they were allowed to operate in the town 2 days per week. However, they did operate outside of these times but it was hard to enforce as it was a voluntary agreement with the trade policy. The strategy being considered did not cover this area.

It was believed that there were policies that could restrict their trade, for instance Enfield Council had good examples.

The Leader of the Council asked if a by-law could be introduced to help manage the situation.

The Assistant Director for the Chief Executives Unit said the options could be explored and a by-law could be introduced to grant permissions to be in the town centre on certain days.

The Portfolio Holder for Finance and Resources referred to paragraph 7.4.2 of the report. In particular, how the Saturday market would complement the market offer in the Marlowes pedestrian area of the town centre and help to drive footfall to the Old Town High Street, supporting businesses in that area. He asked how the footfall would be increased.

The Assistant Director for Planning, Development & Regeneration said it was the intention to offer different foods, more specialised on a Saturday, which would possibly start in December.

The Leader of the Council said this would be complimentary rather than competitive.

The Portfolio Holder for Planning and Regeneration said that food markets in Hertfordshire were very well supported and this would therefore benefit the town.

The Assistant Team Leader for Strategic Planning & Regeneration confirmed that the Clean, Safe and Green teams were involved and were aware when the markets would be operating.

Consultation

**Consultation took place with:**

- David Austin, Assistant Director, Neighbourhood Delivery
- Craig Thorpe, Group Manager (Environmental Services)

**Voting**

None.

**CA/13/15    DACORUM    LOCAL    PLANNING    FRAMEWORK    DRAFT**  
**MASTERPLANS FOR LOCAL ALLOCATIONS HOUSING SITES**

1. That issues arising from comments received to the draft master plans and the impact of new advice be noted;

2. That the responses set out in Table 3 of the Consultation Report for the draft master plans and the proposed changes arising, as shown in the track change master plans attached to this report, are agreed;
3. That authority is delegated to the Assistant Director (Planning, Development and Regeneration), in consultation with the Portfolio Holder for Planning and Regeneration, to approve any further wording changes to the draft master plans prior to submission.

#### **Reason for Decision**

1. Consider the issues raised through consultation on the draft master plans in late 2014;
2. Agree changes proposed to draft master plans arising from the consultation; and
3. Agree the process for submitting the draft master plans as supporting documents to the Site Allocations DPD when it is submitted to the Planning Inspectorate.

#### **Implications**

##### Financial

Having adopted master plans for the development of the Local Allocations will help reduce the incidence of planning appeals (and hence costs associated with these). It will be the most effective way of ensuring the planning application stage is smooth, and will speed up the decision making process. It will also ensure optimum level of developer contributions to infrastructure and in mitigation of development impacts can be achieved.

##### Value for money

Where possible, technical work that supports the master plans has been undertaken by landowners to ensure value for money. The costs associated with the preparation of the master plans have also been shared where possible.

##### Legal

Although the master plans do not form part of the Site Allocations DPD, they are Supplementary Planning Guidance (SPGs) that will support delivery of key policies within this DPD. Attwaters Jameson and Hill Solicitors have been retained to provide external legal support for the Site Allocations. The same advisers acted for the Council through the Core Strategy Examination process and subsequent (unsuccessful) legal challenge to this document. They will support the Council's own legal team by providing any advice required regarding the implication of new Government advice; assist with responding to key representations; advise on the production of any additional evidence and support Officers through the Site Allocations Examination process, where the master plans will be considered as supporting documents.

##### Staff

Joint working with land owners to develop the master plans has reduced the burden on the Strategic Planning and Regeneration team. Going forward, at the planning application stage, having adopted master plans, agreed by land owners, will similarly assist the development management team.

## Land

The Local Allocations support delivery of the Council's adopted Core Strategy which will play an important role in decisions regarding future land uses within the Borough.

## Risk Implications

The master plans have been developed in conjunction with land owners and have been subject to public consultation, which reduces the risk of lengthy delays at the planning application stage.

## Equalities Implications

An Equality Impact Assessment has been carried out for the Core Strategy. Equalities issues are also picked up as part of the Sustainability Appraisal Report that accompanies the Site Allocations document. The master plans support the delivery of the Core Strategy and Site Allocations DPDs.

## Health And Safety Implications

Implications are included in the planning issues covered by the Core Strategy and Site Allocations DPDs.

## Corporate Objectives

The master plans set out site requirements and information about the design and layout for the development of the Local Allocation housing sites. As such, they help support all 5 corporate objectives:

- *Safe and clean environment:* e.g. contains policies relating to the design and layout of new development that promote security and safe access;
- *Community Capacity:* e.g. give consideration as to how the new developments can support existing communities and help address local deficiencies etc;
- *Affordable housing:* e.g. require 40% of dwellings on the sites to be affordable; which is higher than the usual policy requirement;
- *Dacorum delivers:* e.g. provides a clear framework to inform planning decisions regarding the Local Allocations; and
- *Regeneration:* e.g. encourages high quality housing development, which will support Dacorum's vibrant economy.

## Advice

The Portfolio Holder for Planning & Regeneration explained that this had been a long and rigorous process, which resulted in consultation and minor tweaks being made to the plan.

The Assistant Team Leader Strategic Planning and Regeneration said that Members would be aware that we consulted on the Site Allocations and masterplans last year and the feedback had previously been reported to Cabinet. The feedback received on the recent Focussed Changes consultation for the Site Allocations will be reported to members in December.

The report before members' sets out the feedback received specifically on the masterplans for the local allocations, and the Council's proposed responses, which are consistent with those given to the Site Allocations. Most responses did not raise any new issues that have not been brought previously to Members' attention either through previous reports on the Site Allocations, or relating to the Core Strategy process.

Members will be aware that the masterplans are additional guidance to the Site Allocations document which sets the formal policy. They do not contain all the detail for delivery of the sites which will be finalised at the planning application stage.

The masterplans will be submitted to the planning inspectorate as background evidence to the Site Allocations so they won't be subject to examination themselves.

The Portfolio Holder for Finance and Resources raised concerns around road capacity in certain areas, which he had raised previously and was opposed the strategy. He asked how much more investigation had been done to look into this.

The Assistant Team Leader Strategic Planning and Regeneration said the Transport model had been updated. Hertfordshire County Council were confident that any impacts could be mitigated and they fully supported the plan.

The Portfolio Holder for Finance and Resources noted there was a change in Government Policy recently regarding gypsy and traveller sites. He asked what the changes were.

The Assistant Team Leader Strategic Planning and Regeneration explained that there had been some changes in July and the council was meeting with its external legal advisor to consider the implications. A report would be considered by Cabinet in December as part of the Site Allocations Policy.

The Team Leader for Strategic Planning & Regeneration added that the principle change was the definition of gypsy and travellers. She was unsure how they would define this and monitor things in reality. The council was taking legal advice to see if the numbers needing accommodation would change.

The Leader of the Council was aware of the huge pressures for developments to include parking but he felt there was a desire to see better provisions made and wanted it to be included somewhere in the planning process or policies. He added that this had been an issue over the past 5-10 years as developers were keen to keep the numbers low.

The Assistant Director for Planning, Development & Regeneration said the parking issues would be addressed as part of the full local plan review.

The Team Leader for Strategic Planning & Regeneration said that the transport plan identified suitable requirements.

## Consultation

Consultation took place with:

Formal consultation on the draft master plans took place alongside the pre-Submission Site Allocations DPD from September to November 2014.

To help inform the master plans, workshops and/or meetings with local residents and other stakeholders were held in May 2013. For LA3, this was followed by public consultation (including a manned exhibition) in July 2013, to seek feedback on development principles for the site.

Advice from key stakeholders, such as the Local Education Authority and Highway Authority, has been sought where appropriate. Feedback on the Council's Infrastructure Delivery Plan has also been significant in developing a clear understanding of local infrastructure needs. This advice is referred to within the relevant Background Issues Papers that form part of the Site Allocations DPD evidence base. The Consultation Reports relating to the Core Strategy (Volumes 1-7) are also relevant.

In terms of internal processes, a Task and Finish Group gave informal advice on the preparation of the master plans. A report seeking agreement for the content of the draft master plans for consultation was agreed by Cabinet in July 2014. There have also been reports to Cabinet at key stages in the preparation of the Local Planning Framework and the Planning and Regeneration Portfolio Holder has been kept apprised of progress.

SPEOSC also considered a progress report, which highlighted key emerging issues, on 27 January 2015 (see below).

### **Voting**

None.

### **CA/14/15 EXCLUSION OF THE PUBLIC**

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 II of the Agenda for this meeting, because it was 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 or business affairs of any particular person (including the authority holding that information). Minute CA/094/15 and CA/095/15.

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

### **CA/15/15 MAYLANDS URBAN REALM PROJECT**

Full details in Part 2 Minutes

### **CA/16/15 STRATEGIC REVIEW OF SPORTS AND LEISURE FACILITIES IN DACORUM**

Full details in Part 2 Minutes

The Meeting ended at 8.40 pm

## CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	15/12/15	Treasury management mid-year review		26/11/15	David Skinner, Assistant Director – Finance & Resources, 01442 228662 <a href="mailto:david.skinner@dacorum.gov.uk">david.skinner@dacorum.gov.uk</a>	An update with progress on the capital position as required by the original approval Cabinet in February 2015
2.	15/12/15	Council Tax Base		26/11/15	David Skinner, Assistant Director – Finance & Resources, 01442 228662 <a href="mailto:david.skinner@dacorum.gov.uk">david.skinner@dacorum.gov.uk</a>	A statutory requirement to set the Tax base.
3.	15/12/15	Committee Timetable 2016/17		26/11/15	Steve Baker, Assistant Director Chief Executive's Unit, 01442 228229 <a href="mailto:Steve.baker@dacorum.gov.uk">Steve.baker@dacorum.gov.uk</a>	To agree the Council's Committee Timetable for 2016-2017 and recommend it to Council for approval.
4.	15/12/15	Local Planning Framework Site Allocations Focussed Changes		26/11/15	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a> Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 <a href="mailto:chris.taylor@dacorum.gov.uk">chris.taylor@dacorum.gov.uk</a> Laura Wood, Strategic Planning & Regeneration Team Leader 01442 228661 <a href="mailto:laura.wood@dacorum.gov.uk">laura.wood@dacorum.gov.uk</a>	To agree final changes to the Site Allocations Development Plan Document prior to formal submission to the Planning Inspectorate for public examination in 2016.
5.	15/12/15	Local Planning Framework Annual Monitoring Report and Local Development Scheme Update		26/11/15	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a> Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 <a href="mailto:chris.taylor@dacorum.gov.uk">chris.taylor@dacorum.gov.uk</a> Laura Wood, Strategic Planning & Regeneration Team Leader 01442 228661 <a href="mailto:laura.wood@dacorum.gov.uk">laura.wood@dacorum.gov.uk</a>	To receive the Annual Monitoring report for 2014/15 and to agree an update to timescales for the production of the Local Planning Framework through changes to the Local Development Scheme.
6.	15/12/15	Hemel Hempstead Town Centre Parking Access and Movement Strategy		26/11/15	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 <a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a> Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 <a href="mailto:chris.taylor@dacorum.gov.uk">chris.taylor@dacorum.gov.uk</a> Nathalie Bateman, Strategic Planning & Regeneration Team Leader 01442 228592 <a href="mailto:nathalie.batemen@dacorum.gov.uk">nathalie.batemen@dacorum.gov.uk</a>	To consider arrangements for taking forward the next stages of the parking access and movement strategy for Hemel Hempstead Town Centre
7.	15/12/15	Review of Dacorum Statement of Community Involvement		26/11/15	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583	To consider proposals to review arrangements for

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
					<a href="mailto:James.doe@dacorum.gov.uk">James.doe@dacorum.gov.uk</a> Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 <a href="mailto:chris.taylor@dacorum.gov.uk">chris.taylor@dacorum.gov.uk</a> Sara Whelan, Group Manager Development Management & Planning 01442 228590 <a href="mailto:sara.whelan@dacorum.gov.uk">sara.whelan@dacorum.gov.uk</a> Laura Wood, Strategic Planning & Regeneration Team Leader 01442 228661 <a href="mailto:laura.wood@dacorum.gov.uk">laura.wood@dacorum.gov.uk</a>	consultations on planning applications and the statutory development plan and associated documents
8.	26/01/16	Risk Management Quarter 3		07/01/16	James Deane, Corporate Director (Finance & Operations) 01442 228278 <a href="mailto:james.deane@dacorum.gov.uk">james.deane@dacorum.gov.uk</a>	To review the updated Strategic Risk Register
9.	09/02/16	Budget and Council Tax Setting		21/01/16	David Skinner, Assistant Director – Finance & Resources, 01442 228662 <a href="mailto:david.skinner@dacorum.gov.uk">david.skinner@dacorum.gov.uk</a>	t.b.c
10.	09/02/16	Senior Officer Pay Policy		21/01/16	Steve Baker, Assistant Director Chief Executive's Unit, 01442 228229 <a href="mailto:Steve.baker@dacorum.gov.uk">Steve.baker@dacorum.gov.uk</a>	To report on the outcome of the annual review of the Council's Senior Officer Pay Policy.
11.	09/02/16	CCTV Code of Practice		21/01/16	David Austin, Assistant Director Neighbourhood Delivery, 01442 228355 <a href="mailto:david.austin@dacorum.gov.uk">david.austin@dacorum.gov.uk</a>	To approve the Code of Practice which sets out the principles that should apply to all surveillance camera systems in public places.
12.	22/03/16			03/03/16		

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

Future Cabinet Dates: 2016: 26/04/16.



## AGENDA ITEM: 7

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Budget Monitoring Quarter 2 2015/16</b>
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources David Skinner, Assistant Director (Finance & Resources) Richard Baker, Group Manager (Financial Services)
Purpose of report:	To provide details of the projected outturn for 2015/16 as at Quarter 2 for the: <ul style="list-style-type: none"> <li>• General Fund</li> <li>• Housing Revenue Account</li> <li>• Capital Programme</li> </ul>
Recommendations	It is recommended that Cabinet: <ol style="list-style-type: none"> <li>1. Consider the budget monitoring position for each of the above accounts; and,</li> <li>2. Recommend to Council approval of the supplementary budgets set out below. Details for these supplementary budgets are set out in the body of the report and have a net nil impact on the General Fund Working Balance: <ul style="list-style-type: none"> <li>• Increase Electoral Registration Budget by £42k</li> <li>• Increase Other Government Grants Budget by £42k</li> <li>• Decrease the budget for Conducting Elections by £30k</li> <li>• Decrease use of the Elections Reserve by £30k</li> </ul> </li> </ol>



	<ul style="list-style-type: none"> <li>•Approve the recommended virement of underspends set out in Section 6 below</li> </ul>
Corporate objectives:	Dacorum Delivers
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.
Equalities Implications	There are no equality implications.
Health And Safety Implications	There are no health and safety implications.
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer</b></p> <p>No further comments to add.</p> <p><b>S.151 Officer</b></p> <p>This is a Section 151 Officer report.</p>
Consultees:	Budget Managers
Glossary of acronyms and any other abbreviations used in this report:	<p>GF – General Fund</p> <p>HRA – Housing Revenue Account</p>

## 1. Introduction

1.1 The purpose of this report is to outline the Council's forecast outturn for 2015/16 as at 30 September 2015. The report covers the following budgets:

- General Fund
- Housing Revenue Account (HRA)
- Capital Programme

## 2. General Fund Revenue Account

2.1 The General Fund revenue account records the income and expenditure associated with all Council functions except management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA) (see Section 7).

2.2 Appendix A provides an overview of the General Fund provisional outturn position, separating expenditure into controllable and non-controllable categories in order to focus scrutiny on those areas that officers are able to influence, i.e. the controllable.

2.3 The majority of non-controllable costs result from year-end accounting adjustments, e.g. depreciation charges. These are required to show the true value of resources used to provide the Council's services, but do not result in a cash charge to taxpayers.

2.4 The current controllable budget is the original budget approved by Cabinet in February 2015, plus the following approved amendments:

Amendments	£000	Approved
<b>2015/16 Original budget</b>	<b>17,534</b>	
Grant Funded Staff Costs in Revenues and Benefits	70	Council September 2015
Office Accommodation	52	Council September 2015
Reserve Funded Staff Costs	(10)	Council September 2015
Local Development Framework	(50)	Council September 2015
<b>2015/16 Current Budget</b>	<b>17,596</b>	

2.5 The table below provides an overview by Scrutiny area of the current forecast outturn for controllable budgets within the General Fund.

	Current Budget	Forecast Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Finance & Resources	10,735	10,795	60	0.6%	(419)
Strategic Planning & Environment	5,760	5,969	209	3.6%	(70)
Housing & Community	1,101	1,106	5	0.5%	(22)
<b>Total</b>	<b>17,596</b>	<b>17,870</b>	<b>274</b>	<b>1.6%</b>	<b>(511)</b>

2.6 The following sections provide an analysis of the projected outturn and major budget variances shown by Scrutiny area.

### 3. Finance and Resources

Finance & Resources	Current Budget	Forecast Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Employees	10,260	10,242	(19)	-0.2%	(291)
Premises	1,570	1,639	69	4.4%	23
Transport	37	35	(1)	-3.9%	(1)
Supplies & Services	4,636	4,676	40	0.9%	(3)
Third-Parties	1,411	1,438	27	1.9%	(27)
Income	(7,179)	(7,235)	(56)	0.8%	(120)
	<b>10,735</b>	<b>10,795</b>	<b>60</b>	<b>0.6%</b>	<b>(419)</b>

#### 3.1 Employees - £19k under budget (0.2%)

Pressure of £15k in Revenues and Benefits - A pressure of £200k was reported in the Quarter 1 budget monitoring report. This was reduced down following the application of £70k of New Burdens grant funding which had been held centrally. The service has also been exploring ways in which new technology could be used to improve productivity, and a presentation was made at Audit Committee in September 2015 for a new process called Risk Based Verification (RBV). The process gained approval and will be implemented from November. The effect of this will be to reduce the pressure on staffing budgets in Revenues and Benefits.

Pressure of £11k - A pressure of £83k was reported in the Quarter 1 report linked to the vacancy provision across a range of services. The vacancy provision is set at 5% of direct salary costs for 2015/16. As the financial year goes on, a number of posts have become vacant in Financial Services, Central Admin and the Legal section, which have led to a reduction in the salaries forecasts in these areas.

Underspend of £45k – There is an underspend on the salaries budget for Elections. This is because some of the costs were shared between the Borough and the Parliamentary election. This budget is partly funded from the Election reserve, so the contribution from reserves will be reduced by £30k resulting in no overall impact to the Council's budget. Cabinet is asked to recommend to Council a decreased employees budget and an offsetting reduction in the contribution from reserve.

### **3.2 Premises - £69k over budget (4.4%)**

Pressure of £30k – There is a pressure of £30k relating to Business Rates incurred by the Council on void commercial properties. The level of voids is kept under close review and, as new tenancies begin, this pressure may reduce, however there has been no change in this projection since Quarter 1. This will be monitored closely as the year goes on.

### **3.3 Supplies & Services - £40k over budget (0.9%)**

Pressure of £30k – In 2014/15 the council commissioned Liberata to carry out a review of empty properties with a view to bringing these back into use, which will attract New Homes Bonus. Over 200 properties were identified which were no longer empty. This work is ongoing and a further 26 properties have been brought back into use this financial year. At Quarter 1 a pressure of £13k was anticipated, however further work is now scheduled to take place which is estimated to increase the budget pressure to £30k. Each property brought back into use will gain New Homes Bonus of approximately £1,350 for the next 6 years, which equates to an annual income of £35k for 6 years.

Pressure of £42k – A pressure of £42k is forecast in the Electoral Registration service for the costs of Individual Electoral Registration (IER). This can be met from an unbudgeted grant to support the process of IER, which has already been received from the Cabinet Office. Cabinet is asked to recommend to Council an increased Supplies & Services budget of £42k and an offsetting grant income budget of £42k.

Underspend of £75k – Various underspends have been identified in the Supplies and Services budgets through close scrutiny of the budgets in preparation for the next budget round. These savings will be taken out of the base budgets for 2016/17.

### **3.4 Income £56k over-achievement of budget (0.8%)**

Pressure of £30k – At Quarter 1, a forecast under-achievement of £110k was expected on Investment Property income. Since then, there have been a number of rent reviews linked to profit related rents and new leases assigned, which has improved the picture by some £70k. The economic climate continues to be challenging, especially for small businesses, but every effort is being made to realise the full potential of the council's commercial assets.

Surplus of £45k – This surplus has arisen as a result of service charges being billed to Herts County Council following the relocation of the Hemel Hempstead Library into the Civic Centre. This variance has remained unchanged since Quarter 1.

#### 4. Strategic Planning and Environment

Strategic Planning and Environment	Current Budget £000	Forecast Outturn £000	Variance		Movement in Forecast since last quarter £000
			£000	%	
Employees	7,963	8,382	419	5.3%	100
Premises	1,312	1,242	(70)	-5.4%	(57)
Transport	1,421	1,538	117	8.2%	(2)
Supplies & Services	4,615	4,583	(32)	-0.7%	38
Third-Parties	117	117	0	0.0%	0
Income	(9,668)	(9,892)	(224)	-2.3%	(149)
	<b>5,760</b>	<b>5,969</b>	<b>209</b>	<b>3.6%</b>	<b>(70)</b>

##### 4.1 Employees - £419k over budget (5.3%)

Pressure of £230k – There is a pressure of £230k in the budget for Employees costs in Waste Services. At Quarter 1 a figure of £195k had been expected.

A new budget was set for 2015/16 taking account of the reconfiguration proposals submitted by the service to meet the statutory requirements for the treatment of cardboard waste. There are some productivity challenges following the implementation of the new round structure, which are currently being addressed by a specific Waste Performance group.

Pressure of £100k – A pressure of £100k is expected in Planning and Building Control. There are a number of vacant posts within the establishment for these services, but the posts have proved very difficult to fill due to county-wide recruitment issues. Agency staff are currently carrying out this work but at a more expensive rate.

Pressure of £90k – A pressure of £124k was reported in the Quarter 1 report as a result of the vacancy provision. This has reduced by £34k as further vacancies within the establishment have arisen.

##### 4.2 Premises - £70k under budget (5.4%)

Underspend of £70k – The budget for Tring Town Development of £100k will only be spent in part in 2015/16. This budget is funded from the Dacorum Development reserve.

##### 4.3 Transport - £117k over budget (8.2%)

Pressure of £117k – This pressure has remained fairly constant from Quarter 1 to 2. It has arisen in Waste Services due to the need to hire additional vehicles. There is currently one additional waste collection round being put on over and

above the planned rounds. There is also a vehicle on hire pending the purchase of a replacement vehicle through the capital programme.

#### 4.4 Income - £224k surplus (2.3%)

Surplus of £100k – A surplus of £100k is expected in Planning Fees. This is due to a high volume of large one-off applications having already been received, and the forecast for the rest of the financial year looking strong for larger applications.

Surplus of £90k – A surplus of £80k was reported at Quarter 1 on car parking income. This has risen slightly to £90k as parking income continues to perform well in on-street car parking (£35k surplus expected) and off-street car parking (£55k surplus expected).

### 5 Housing and Community

Housing & Community	Current Budget	Projected Outturn	Variance		Movement in Forecast since last quarter
	£000	£000	£000	%	£000
Employees	3,319	3,380	61	1.8%	(24)
Premises	357	317	(40)	-11.2%	1
Transport	39	40	0	0.5%	0
Supplies & Services	1,594	1,609	14	0.9%	(7)
Third Parties	36	36	0	0.0%	0
Income	(4,245)	(4,275)	(30)	0.7%	7
	<b>1,101</b>	<b>1,106</b>	<b>5</b>	<b>0.5%</b>	<b>(22)</b>

#### 5.1 Employees - £61k over budget (1.8%)

Pressure of £61k - A pressure of £45k across services was reported at Quarter 1 linked to the vacancy provision. This figure has increased slightly, particularly in areas such as the Adventure Playgrounds where staffing ratios need to be maintained in order to meet Ofsted requirements, and at the Old Town Hall where sickness cover has been required to maintain the full programme of events.

#### 5.2 Premises - £40k under budget (11.2%)

Underspend of £40k – In the Homelessness service, there have been savings in temporary accommodation costs arising from 2 key factors: firstly improved advice and prevention have led to a reduced need for temporary accommodation, and secondly, the Council has been using its own hostels at Leys Road and Woolmer Drive which are cheaper than the previously used B&Bs. This variance was reported at Quarter 1 and has remained constant.

### 6. Virements

A new initiative has been introduced for the treatment of in-year underspends. This process is designed to prepare the Council for financial pressures that lie

ahead, by identifying savings earlier in the budget setting cycle and transferring these to a central cost centre in the Finance & Resources area. This will be integrated with delivering the savings identified in the Medium Term Financial Strategy.

The following underspends have been identified through the monthly budget monitoring process.

<b>Scrutiny Committee</b>	<b>Description</b>	<b>Budget Holder</b>	<b>Value</b>	<b>To be taken out of base budget</b>
Finance & Resources	Central Admin Staffing – in year vacancies	Robert Smyth	£50k	£25k
Finance & Resources	Performance and Projects - savings in Performance team	Robert Smyth	£10k	-
Housing & Community	Regulatory Services supplies and services	Chris Troy	£20k	£43k
Finance & Resources	Performance and Projects – underspends in Supplies and Services	Robert Smyth	£44k	£47k
Finance & Resources	Chief Executive Management Team – underspends in Supplies and Services	Steve Baker	£83k	£75k
<b>Total</b>			<b>£207k</b>	<b>£190k</b>

Cabinet is asked to recommend to Council a virement of these underspends to a centrally held budget in the Assistant Director of Finance & Resources area.

## **7. Housing Revenue Account (HRA)**

7.1 The HRA is a ring-fenced account relating to the Council's Landlord functions. A guiding principle of the HRA is that revenue raised from rents and service charges must be sufficient to fund expenditure incurred. The forecast outturn position for the HRA is shown at Appendix B.

7.2 The projected HRA balance at the end of 2015/16 is slightly above the budgeted balance of £2.9m by £253k.

### **7.3 Dwelling Rent - £114k over-achievement of income (0.2%)**

This overachievement is as a result of the number of void properties being slightly lower than anticipated. The budgeted level was 1%, but void properties are currently running at 0.8%.

### **7.4 Tenant Charges - £49k over-achievement of income (17.9%)**

Unbudgeted grant funding is being received from Herts County Council to contribute towards the Evelyn Sharp Scheme for extra care.

## 7.5 Interest and Investment Income - £130k over-achievement of income (114%)

This over-achievement is as a result of higher than anticipated receipts from the sale of Right to Buy properties. An amount of £3.4m was estimated in the budget, however already this financial year £5.4m has been received.

## 8. Capital Programme

8.1 Appendix C shows the projected capital outturn in detail by scheme.

The table below summarises the overall capital outturn position by Scrutiny area.

The 'Rephasing' column refers to those projects where expenditure is still expected to be incurred, but it will now be in 2016/17 rather than 2015/16, or conversely, where expenditure planned initially for 2016/17 will now be in 2015/16.

The 'Variance' column refers to those projects which are now complete, but have come in under or over budget and those projects which are no longer required.

	Current Budget £000	Projected Outturn £000	Rephasing £000	Variance	
				£000	%
Finance & Resources	11,789	10,941	(873)	25	0.2%
Strategic Planning & Environment	14,474	10,676	(3,145)	(653)	-4.5%
Housing & Community	2,789	2,685	26	(130)	-4.7%
<b>G F Total</b>	<b>29,052</b>	<b>24,302</b>	<b>(3,992)</b>	<b>(758)</b>	<b>-2.6%</b>
<b>HRA Total</b>	<b>35,589</b>	<b>35,702</b>	<b>0</b>	<b>113</b>	<b>0.3%</b>
<b>Grand Total</b>	<b>64,641</b>	<b>60,004</b>	<b>(3,992)</b>	<b>(645)</b>	<b>-1.0%</b>

## 8.2 General Fund Major Variances

There is an overall projected underspend of £4,750k on the General Fund. This is a combination of forecast underspending of £758k and slippage of £3,992k into 2016/17.

The projected net underspend of £758k is comprised of:

- Line 61: an overspend of £31k on Hemel Gym Refurbishment. The work on this project was completed in 2013 and £79k was slipped into financial year 2014/15 in anticipation of a final invoice. The project manager indicated that the project was complete and fully invoiced, and this slippage was incorrectly taken as a saving in 2014/15. This is now a pressure to the 15/16 budget.
- Line 128: an underspend of £130k on Home Improvement Loans budget. Uptake to this scheme has been low and the budget is not expected to be



spent. It is proposed that the budgets allocated for this scheme in future years be removed from the capital programme during the next budget round.

- Line 149: underspend of £129k on the Car Park Refurbishment project. The requirements for 2015/16 have been refined, and 3 car parks will be refurbished this financial year at a cost of £207k rather than the budgeted £336k. A new capital bid will be submitted for works to be carried out to further car parks in 2016/17.
- Line 163: an overspend of £476k on Maylands Phase 1 Improvements. At the time of setting the budget in September 2013, an overall project cost of £1,250k was anticipated. Since this time, costs have been reviewed in greater detail and inflation has also had an impact. The total cost is now expected to be £1.6m. A report has been taken to Cabinet on 20 October 2015, detailing the financial impact of the scheme and requesting additional funding. This report will go on to Council for further approval and budgets will be amended as necessary once this approval has been gained.
- Line 169: an underspend of £1m on the Heart of Maylands project. This scheme was intended to support the provision of highway access and infrastructure serving DBC's landholding on the Maylands Gateway, however this work is no longer required and the budget will not be spent.

The projected rephasing to future years of £3,992k includes:

- Line 54: slippage of £185k at Rossgate Shopping. This is a complex site as it is a mix of commercial properties, private housing and social housing. Consultations need to take place with tenants prior to any work commencing under Section 20 of the Tenants and Landlords Act. Contributions towards expenditure will be expected from private tenants. £15k is expected to be spent this financial year on design work, but the bulk of the structural work will now be in 2016/17.
- Line 55: slippage of £50k on High Street Tring – Replace External Cladding & Roof. Further work to the windows of the building is required in order to meet Health and Safety regulations. A capital bid for this work will be submitted in the next budget round, and the work will be carried out at the same time as the cladding and roof to avoid the need to erect scaffolding at the premises more than once and to achieve economies of scale from the works.
- Line 57: £400k slippage on Berkhamsted Sport Centre roof. The work has not currently been scoped out, and at this stage it is unrealistic to expect spend to take place in 2015/16.
- Line 58: £30k slippage on Tring Sports Centre roof. The work has not currently been scoped out, and at this stage it is unlikely the spend will take place in 2015/16.
- Line 70: £81k slippage on Planning Software Replacement. This project was intended for a complete upgrade of the IDOX software, but to date this has not been required as smaller improvements to the system have been sufficient. The budget will be needed in 2016/17 however, for further improvements to Planning software to deliver future service efficiencies.

- Line 94: slippage of £70k on EIS replacement. A decision on EIS replacement will be taken when there is more clarity on whether the Herts Civil Service (Shared Service model) is to be implemented. There is obvious merit in waiting to understand whether this approach will be adopted, as this would facilitate an easier and cheaper HR system transition.
- Line 155: slippage of £62k on the Play Area Refurbishment Programme. The programme of work has been reviewed many times, particularly as individual amounts of section 106 funding are being identified that can be used to fund particular sites. The requirements have now been reworked and the anticipated spend for 2015/16 is £62k less than the budgeted £350k. Any unused funds will be slipped into 2016/17 to fund the programme of works for that year.
- Line 159: slippage of £1.63m on the Fleet Replacement Programme. The requirements of the service for communal properties are still being scoped out, and until this process has been carried out, it would be unwise to rush into a decision regarding purchasing, as the specification of the vehicles will be based on the methodology of collection chosen. A decision is expected towards the end of the calendar year, at which point the procurement process can begin. The build time for refuse vehicles is typically in excess of 6 months which will push the actual purchase into financial year 2016/17.
- Line 164: slippage of £300k on Urban Park. This project will not be completed in 2015/16 now due to other projects such as the Water Gardens taking priority.
- Line 167: slippage of £650k on the Water Gardens. The budgets were based on estimates available at the time. More detailed cash flows have now been obtained which suggest that £650k of the £2.85m budget for 2015/16 will be required in 2016/17.
- Line 171: slippage of £500k on Town Centre Access Improvements project. Options for the scheme have been received and are currently being considered. Pre-assessment work of £20k will be carried out in 2015/16, but the majority of the work will now be in 2016/17.

### **8.3 Housing Revenue Account Major Variances**

- Line 189: an overspend of £121k on the new build at Farm Place. This is due to a S106 payment to Herts County Council of £54k not having been budgeted. The remaining £65k is due to amendments to the specification of the build required by Planning, plus some minor adjustments to the original specification. A saving of £330k was reported last financial year as a result of the tender price being lower than budgeted, but this did not allow for the additional costs which have now come to light.
- Line 192 – 199: these lines relate to the HRA New Build programme. Budgets need to be realigned between new schemes and the New Build General line once the revised HRA Business Plan has been approved by Cabinet.



# Dacorum Borough Council

APPENDIX A

## Revenue Budget Monitoring Report for September 2015 (by Overview and Scrutiny Committee)

	Month			Year-to-Date			Full Year		
	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Actuals £000	Variance £000	Adjusted Budget £000	Forecast Outturn £000	Variance £000
<b>Controllable</b>									
Finance and Resources	975	892	(83)	5,847	6,016	169	10,735	10,795	60
Strategic Planning and Environment	204	118	(86)	2,894	3,029	135	5,760	5,969	209
Housing and Community	107	126	19	674	607	(67)	1,101	1,106	5
<b>Controllable</b>	<b>1,286</b>	<b>1,136</b>	<b>(150)</b>	<b>9,415</b>	<b>9,652</b>	<b>237</b>	<b>17,596</b>	<b>17,870</b>	<b>274</b>
<b>Non-Controllable</b>									
Finance and Resources	(219)	498	717	(1,311)	(229)	1,082	(4,456)	(4,456)	0
Strategic Planning and Environment	315	0	(315)	1,892	(5)	(1,897)	3,783	3,833	50
Housing and Community	164	1	(163)	985	3	(982)	2,275	2,275	0
<b>Non-Controllable</b>	<b>260</b>	<b>499</b>	<b>239</b>	<b>1,566</b>	<b>(231)</b>	<b>(1,797)</b>	<b>1,602</b>	<b>1,652</b>	<b>50</b>
<b>General Fund Service Expenditure</b>	<b>1,546</b>	<b>1,635</b>	<b>89</b>	<b>10,981</b>	<b>9,421</b>	<b>(1,560)</b>	<b>19,198</b>	<b>19,522</b>	<b>324</b>
Reversal of Capital Charges							(4,125)	(4,125)	0
Interest Receipts							504	504	0
Revenue Contributions to Capital							4,106	4,106	0
Contributions to / (from) Reserves							(890)	(772)	118
Contributions to / (from) Working Balance							(152)	(543)	(391)
<b>Budget Requirement:</b>							<b>18,641</b>	<b>18,692</b>	<b>51</b>
<b>Met From:</b>									
Revenue Support Grant							(2,070)	(2,070)	0
Non-Domestic Rates							(3,986)	(3,986)	0
New Homes Bonus							(2,611)	(2,620)	(9)
Other General Government Grants							(70)	(112)	(42)
Council Tax Surplus							(80)	(80)	0
Requirement from Council Tax							(9,825)	(9,825)	0
<b>Total Funding:</b>							<b>(18,642)</b>	<b>(18,693)</b>	<b>(51)</b>

### Interpreting this report

#### General Fund Service Expenditure

This subtotal includes those costs which are directly attributable to specific Council services.

#### Budget Requirement

This subtotal shows the total cash requirement to operate the Council for one year. It includes the General Fund Service Expenditure plus corporate costs and income.

#### Total Funding

This subtotal shows how the Council receives sufficient funding from different sources to meet the Budget Requirement. In order to 'balance the budget', Total Funding must equal the Budget Requirement.



**Housing Revenue Account**  
**Projected Outturn 2015/16 - September 2015**

	<b>Original Budget £000</b>	<b>Forecast Outturn £000</b>	<b>Forecast Variance</b>	
			<b>£000</b>	<b>%</b>
<b>Income:</b>				
Net Dwelling Rents	(56,236)	(56,350)	(114)	0.2%
Non-Dwelling Rents	(80)	(80)	0	0.0%
Tenants Charges	(273)	(322)	(49)	17.9%
Leaseholder Charges	(507)	(469)	38	-7.5%
Interest and Investment Income	(114)	(244)	(130)	114.0%
Contribution towards Expenditure	(555)	(584)	(29)	5.2%
<b>Total Income</b>	<b>(57,765)</b>	<b>(58,049)</b>	<b>(284)</b>	<b>0.5%</b>
<b>Expenditure:</b>				
Repairs and Maintenance	10,262	10,262	0	0.0%
Supervision & Management:	11,334	11,365	31	0.3%
Rent, Rates, Taxes & Other Charges	14	14	0	0.0%
Interest Payable	11,658	11,658	0	0.0%
Provision for Bad Debts	216	216	0	0.0%
Depreciation	9,288	9,288	0	0.0%
HRA Democratic Recharges	264	264	0	0.0%
Revenue Contribution to Capital	14,729	14,729	0	0.0%
<b>Total Expenditure</b>	<b>57,765</b>	<b>57,796</b>	<b>31</b>	<b>0.1%</b>
<b>HRA Deficit / (Surplus)</b>	<b>0</b>	<b>(253)</b>	<b>(253)</b>	<b>0.0%</b>
<b>Housing Revenue Account Balance:</b>				
Opening Balance at 1 April 2015	(2,900)	(2,846)	54	
Deficit / (Surplus) for year	0	(253)	(253)	
Proposed Contributions to Reserves	0	0	0	
<b>Closing Balance at 31 March 2016</b>	<b>(2,900)</b>	<b>(3,099)</b>	<b>(199)</b>	

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
<b>General Fund</b>											
<b>Finance and Resources</b>											
<b>Commercial Assets and Property Development</b>											
42	Demolition of Civic Centre Unit B & Old Court House	Nicholas Brown	400,000	0	0	0	400,000	300,552	380,000	0	(20,000)
43	Service Lease Domestic Properties	Nicholas Brown	30,000	0	0	0	30,000	19,624	30,000	0	0
44	Cupid Green MRF/VRS replace roof	Nicholas Brown	40,000	0	0	0	40,000	0	55,000	0	15,000
45	Grovehill Community Centre - Plant	Nicholas Brown	0	16,052	0	0	16,052	21,046	21,046	0	4,994
46	Adeyfield Community Centre - Window Renewals	Nicholas Brown	0	4,348	0	0	4,348	10,529	10,529	0	6,181
47	Leverstock Green Community Centre - Roof	Nicholas Brown	20,000	0	0	0	20,000	0	20,000	0	0
48	Highfield Community Centre - Resurface Car Park	Nicholas Brown	0	18,318	0	0	18,318	0	0	(18,318)	0
49	Adeyfield Community Centre - replace roof	Nicholas Brown	45,000	0	0	0	45,000	0	55,000	0	10,000
50	Woodhall Farm Community Centre - structural works	Nicholas Brown	15,000	0	0	0	15,000	15,050	15,000	0	0
51	Tring Community Centre - new play area for Childrens Nursery	Nicholas Brown	15,000	0	0	0	15,000	0	15,000	0	0
52	Apsley Industrial Estate - Box Gutter	Nicholas Brown	0	10,000	0	0	10,000	0	0	0	(10,000)
53	Queens Square Shopping Centre - Roof	Nicholas Brown	0	12,425	0	0	12,425	0	12,530	0	105
54	Rossgate Shopping Centre - Structural Works	Nicholas Brown	200,000	0	0	0	200,000	0	15,000	(185,000)	0
55	High Street, Tring - Replace External Cladding & Roof	Nicholas Brown	50,000	0	0	0	50,000	0	0	(50,000)	0
56	Commercial Properties - Renew Obsolete Door Entry Controls	Nicholas Brown	30,000	0	0	0	30,000	5,849	30,000	0	0
57	Berkhamsted Sports Centre - Roof Replacement	Nicholas Brown	400,000	0	0	0	400,000	0	0	(400,000)	0
58	Tring Sports Centre - Replace Swimming Pool Roof	Nicholas Brown	30,000	0	0	0	30,000	0	0	(30,000)	0
59	Hemel Sports Centre - renew heat and power system	Nicholas Brown	80,000	0	0	0	80,000	0	80,000	0	0
60	Hemel Sports Centre - renew outdoor pool water heaters	Nicholas Brown	15,000	0	0	0	15,000	0	15,000	0	0
61	Hemel Hempstead Sports Centre - Gym Refurbishment	Nicholas Brown	0	0	0	0	0	30,852	30,852	0	30,852
			<b>1,370,000</b>	<b>61,143</b>	<b>0</b>	<b>0</b>	<b>1,431,143</b>	<b>403,502</b>	<b>784,958</b>	<b>(683,318)</b>	<b>37,133</b>
<b>Commissioning, Procurement and Compliance</b>											
65	Telephony upgrade & virtualisation	Ben Hosier	6,480	53,440	0	0	59,920	43,492	59,917	0	(3)
66	Customer Services Unit Refurbishment	Ben Hosier	25,120	0	0	0	25,120	6,737	25,120	0	0
			<b>31,600</b>	<b>53,440</b>	<b>0</b>	<b>0</b>	<b>85,040</b>	<b>50,229</b>	<b>85,037</b>	<b>0</b>	<b>(3)</b>
<b>Development Management and Planning</b>											
70	Planning Software Replacement	Sara Whelan	0	101,132	0	0	101,132	14,168	20,000	(81,132)	0
			<b>0</b>	<b>101,132</b>	<b>0</b>	<b>0</b>	<b>101,132</b>	<b>14,168</b>	<b>20,000</b>	<b>(81,132)</b>	<b>0</b>
<b>Housing &amp; Regeneration Management</b>											
74	The Forum (Public Service Quarter)	Mark Gaynor	9,000,000	405,785	0	0	9,405,785	2,433,822	9,405,785	0	0
			<b>9,000,000</b>	<b>405,785</b>	<b>0</b>	<b>0</b>	<b>9,405,785</b>	<b>2,433,822</b>	<b>9,405,785</b>	<b>0</b>	<b>0</b>
<b>Information, Communication and Technology</b>											
78	Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	75,000	20,892	75,000	0	0
79	Software Licences - Right of Use	Ben Trueman	50,000	32,000	0	0	82,000	7,836	82,000	0	0
80	Enterprise Licence Agreements	Ben Trueman	260,000	(96,631)	0	0	163,369	124,939	124,939	(38,430)	0
81	Website Development	Ben Trueman	85,000	85,000	0	0	170,000	69,150	170,000	0	0
82	Dacorum Anywhere	Ben Trueman	55,000	0	0	0	55,000	(200)	55,000	0	0
83	Entropy Management Software	Ben Trueman	0	0	0	0	0	(9,500)	(9,500)	0	(9,500)
84	Mobile Working	Ben Trueman	0	44,476	0	0	44,476	36,920	44,476	0	0
85	Wifi	Ben Trueman	0	4,726	0	0	4,726	2,157	2,157	0	(2,569)
			<b>525,000</b>	<b>69,571</b>	<b>0</b>	<b>0</b>	<b>594,571</b>	<b>252,194</b>	<b>544,072</b>	<b>(38,430)</b>	<b>(12,069)</b>

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Finance and Resources continued</b>										
<b>Legal Governance</b>										
89 Visual Files Case Management System	Mark Brookes	0	5,630	0	0	5,630	0	0	0	(5,630)
90 Corporate GIS	Mark Brookes	0	7,720	0	0	7,720	11,752	12,500	0	4,780
		<b>0</b>	<b>13,350</b>	<b>0</b>	<b>0</b>	<b>13,350</b>	<b>11,752</b>	<b>12,500</b>	<b>0</b>	<b>(850)</b>
<b>People</b>										
94 EIS Replacement	Matt Rawdon	70,000	0	0	0	70,000	0	0	(70,000)	0
		<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0</b>	<b>(70,000)</b>	<b>0</b>
<b>Performance and Projects</b>										
98 E Signatures	Robert Smyth	34,900	0	0	0	34,900	0	34,900	0	0
99 Incoming Mailroom	Robert Smyth	0	48,009	0	0	48,009	0	48,009	0	0
100 Reprographics	Robert Smyth	0	5,247	0	0	5,247	0	5,247	0	0
		<b>34,900</b>	<b>53,256</b>	<b>0</b>	<b>0</b>	<b>88,156</b>	<b>0</b>	<b>88,156</b>	<b>0</b>	<b>0</b>
<b>Totals: Finance and Resources</b>		<b>11,031,500</b>	<b>757,677</b>	<b>0</b>	<b>0</b>	<b>11,789,177</b>	<b>3,165,666</b>	<b>10,940,508</b>	<b>(872,880)</b>	<b>24,211</b>
<b>Housing and Community</b>										
<b>Chief Executive's Unit Management</b>										
108 Highbarns Land Stabilisation Project	Steve Baker	0	77,252	0	0	77,252	1,715	77,252	0	0
		<b>0</b>	<b>77,252</b>	<b>0</b>	<b>0</b>	<b>77,252</b>	<b>1,715</b>	<b>77,252</b>	<b>0</b>	<b>0</b>
<b>Commercial Assets and Property Development</b>										
112 Woodwells Cemetery - Work Yard Development	Nicholas Brown	20,000	(20,000)	0	0	0	0	0	0	0
113 Bunkers Farm	Nicholas Brown	0	194,218	0	0	194,218	0	220,000	25,782	0
114 Sanctum 2000 Interment Chambers - Woodwells	Nicholas Brown	35,000	0	0	0	35,000	0	35,000	0	0
115 Sanctum 2000 Interment Chambers - Tring	Nicholas Brown	20,000	0	0	0	20,000	0	20,000	0	0
116 Rose Garden of Remembrance - Woodwells	Nicholas Brown	45,000	0	0	0	45,000	9,506	45,000	0	0
117 Rose Garden of Remembrance - Tring	Nicholas Brown	10,000	0	0	0	10,000	3,640	10,000	0	0
118 Refurbishment of Facilities at Woodwells Cemetery	Nicholas Brown	64,000	0	0	0	64,000	6,403	64,000	0	0
119 Cremated Remains Burial Area Woodwells Cemetery	Nicholas Brown	18,500	0	0	0	18,500	17,042	18,500	0	0
		<b>212,500</b>	<b>174,218</b>	<b>0</b>	<b>0</b>	<b>386,718</b>	<b>36,590</b>	<b>412,500</b>	<b>25,782</b>	<b>0</b>
<b>People</b>										
123 Capital Grants - Community Groups	Matt Rawdon	20,000	8,508	0	0	28,508	0	28,508	0	0
		<b>20,000</b>	<b>8,508</b>	<b>0</b>	<b>0</b>	<b>28,508</b>	<b>0</b>	<b>28,508</b>	<b>0</b>	<b>0</b>
<b>Regulatory Services</b>										
127 Disabled Facilities Grants	Chris Troy	588,000	(105,167)	0	0	482,833	251,561	482,833	0	0
128 Home Improvement Grants	Chris Troy	150,000	0	0	0	150,000	0	20,000	0	(130,000)
		<b>738,000</b>	<b>(105,167)</b>	<b>0</b>	<b>0</b>	<b>632,833</b>	<b>251,561</b>	<b>502,833</b>	<b>0</b>	<b>(130,000)</b>
<b>Residents Services</b>										
132 Rolling Programme - CCTV Cameras	Julie Still	25,000	0	0	0	25,000	559	25,000	0	0
133 Old Town Hall Refurbishment	Julie Still	0	0	0	0	0	(533)	0	0	0
134 Verge Hardening Programme	Julie Still	300,000	(33,179)	0	0	266,821	60,963	266,821	0	0
135 Youth Centre Provision	Julie Still	0	100,000	0	0	100,000	0	100,000	0	0
136 Adventure Playgrounds - Rewire Chaulden, Adeyfield, Bennettsend	Julie Still	0	31,361	0	0	31,361	4,622	31,361	0	0
		<b>325,000</b>	<b>98,182</b>	<b>0</b>	<b>0</b>	<b>423,182</b>	<b>65,611</b>	<b>423,182</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>										
140 New Build - Elms Hostel Redbourne Road	Julia Hedger	0	0	191,000	191,000	191,000	174,870	191,000	0	0

**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
141 Affordable Housing Development Fund	Julia Hedger	1,300,000	(250,000)	0	0	1,050,000	0	1,050,000	0	0
		1,300,000	(250,000)	191,000	191,000	1,241,000	174,870	1,241,000	0	0
<b>Totals: Housing and Community</b>		<b>2,595,500</b>	<b>2,993</b>	<b>191,000</b>	<b>191,000</b>	<b>2,789,493</b>	<b>530,347</b>	<b>2,685,275</b>	<b>25,782</b>	<b>(130,000)</b>

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Strategic Planning and Environment</b>										
<b>Commercial Assets and Property Development</b>										
149 Car Park Refurbishment	Nicholas Brown	330,000	6,199	0	0	336,199	7,315	207,500	0	(128,699)
150 Multi Storey Car Park Berkhamsted	Nicholas Brown	68,000	72,000	0	0	140,000	62,074	140,000	0	0
		<b>398,000</b>	<b>78,199</b>	<b>0</b>	<b>0</b>	<b>476,199</b>	<b>69,389</b>	<b>347,500</b>	<b>0</b>	<b>(128,699)</b>
<b>Environmental Services</b>										
154 Wheeled Bins & Boxes for New Properties	Craig Thorpe	20,000	0	0	0	20,000	2,824	20,000	0	0
155 Play Area Refurbishment Programme	Craig Thorpe	350,000	46,558	0	0	396,558	273,335	334,331	(62,227)	0
156 Waste & Recycling Service Improvements	Craig Thorpe	0	75,000	0	0	75,000	0	75,000	0	0
157 Play Areas & Open Spaces - replace equipment	Craig Thorpe	20,000	14,510	0	0	34,510	0	34,510	0	0
158 Cupid Green Depot - new parking area	Craig Thorpe	15,000	0	0	0	15,000	0	15,000	0	0
159 Fleet Replacement Programme	Craig Thorpe	2,573,000	(288,432)	36,675	36,675	2,321,243	174,840	688,715	(1,632,528)	0
		<b>2,978,000</b>	<b>(152,364)</b>	<b>36,675</b>	<b>36,675</b>	<b>2,862,311</b>	<b>450,999</b>	<b>1,167,556</b>	<b>(1,694,755)</b>	<b>0</b>
<b>Strategic Planning and Regeneration</b>										
163 Maylands Phase 1 Improvements	Chris Taylor	750,000	294,000	0	0	1,044,000	14,087	1,520,000	0	476,000
164 GAF - Urban Park/Education Centre	Chris Taylor	170,000	129,720	0	0	299,720	0	0	(299,720)	0
165 Regeneration of Hemel Town Centre	Chris Taylor	1,659,000	718,868	4,000	4,000	2,381,868	1,742,034	2,381,868	0	0
166 Maylands Business Centre	Chris Taylor	350,000	0	0	0	350,000	950	350,000	0	0
167 Water Gardens	Chris Taylor	2,804,148	48,105	0	0	2,852,253	39,218	2,202,253	(650,000)	0
168 Bus Interchange	Chris Taylor	2,550,000	(15,113)	0	0	2,534,887	894,520	2,534,887	0	0
169 Heart of Maylands	Chris Taylor	1,000,000	0	0	0	1,000,000	0	0		(1,000,000)
170 Heath Park Gardens Improvements ( Fully funded from S106)	Chris Taylor	0	0	130,000	130,000	130,000	116,899	130,000	0	0
171 Town Centre Access Improvements	Chris Taylor	520,000	2,280	0	0	522,280	6,569	22,280	(500,000)	0
172 Market Canopies	Chris Taylor	10,000	0	10,000	10,000	20,000	0	20,000	0	0
173 Digital High Street Software	Chris Taylor	10,000	0	(10,000)	(10,000)	0	0	0	0	0
		<b>9,823,148</b>	<b>1,177,860</b>	<b>134,000</b>	<b>134,000</b>	<b>11,135,008</b>	<b>2,814,277</b>	<b>9,161,288</b>	<b>(1,449,720)</b>	<b>(524,000)</b>
<b>Totals: Strategic Planning and Environment</b>		<b>13,199,148</b>	<b>1,103,695</b>	<b>170,675</b>	<b>170,675</b>	<b>14,473,518</b>	<b>3,334,666</b>	<b>10,676,344</b>	<b>(3,144,475)</b>	<b>(652,699)</b>
<b>Totals - Fund: General Fund</b>		<b>26,826,148</b>	<b>1,864,365</b>	<b>361,675</b>	<b>361,675</b>	<b>29,052,188</b>	<b>7,030,679</b>	<b>24,302,127</b>	<b>(3,991,573)</b>	<b>(758,488)</b>



**CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2015**

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
<b>Housing Revenue Account</b>										
<b>Housing and Community</b>										
<b>Property &amp; Place</b>										
185 Planned Fixed Expenditure	Fiona Williamson	20,200,000	992,443	0	0	21,192,443	12,970,719	21,192,443	0	0
		<b>20,200,000</b>	<b>992,443</b>	<b>0</b>	<b>0</b>	<b>21,192,443</b>	<b>12,970,719</b>	<b>21,192,443</b>	<b>0</b>	<b>0</b>
<b>Strategic Housing</b>										
189 New Build - Farm Place Berkhamsted	Julia Hedger	0	218,681	0	0	218,681	337,966	340,000	0	121,319
190 New Build - Galley Hill Gadebridge	Julia Hedger	0	68,318	0	0	68,318	57,692	60,000	0	(8,318)
191 New Build - London Road Apsley	Julia Hedger	0	2,890,351	0	0	2,890,351	1,071,891	2,890,351	0	0
192 New Build - General Expenditure	Julia Hedger	6,202,000	0	0	0	6,202,000	0	5,943,815	0	(258,185)
193 Martindale	Julia Hedger	0	3,977,038	0	0	3,977,038	4,065,509	4,070,000	0	92,962
194 Strategic Acquisitions - Housing	Julia Hedger	0	0	25,000	25,000	25,000	26,500	25,000	0	0
195 Wood House	Julia Hedger	0	(78,239)	0	0	(78,239)	34,253	0	0	78,239
196 The Apsley Paper Mill (Land Adj to Retail Park, London Road)	Julia Hedger	0	(43,278)	0	0	(43,278)	23,122	0	0	43,278
197 New Build - Queen Street (Old Tring Depot)	Julia Hedger	580,000	(13,321)	0	0	566,679	12,885	580,000	0	13,321
198 Able House	Julia Hedger	0	(30,385)	0	0	(30,385)	18,452	0	0	30,385
199 New Build - Longlands	Julia Hedger	300,000	300,000	0	0	600,000	294,997	600,000	0	0
		<b>7,082,000</b>	<b>7,289,165</b>	<b>25,000</b>	<b>25,000</b>	<b>14,396,165</b>	<b>5,943,266</b>	<b>14,509,166</b>	<b>0</b>	<b>113,001</b>
<b>Totals: Housing and Community</b>		<b>27,282,000</b>	<b>8,281,608</b>	<b>25,000</b>	<b>25,000</b>	<b>35,588,608</b>	<b>18,913,985</b>	<b>35,701,609</b>	<b>0</b>	<b>113,001</b>
<b>Totals - Fund: Housing Revenue Account</b>		<b>27,282,000</b>	<b>8,281,608</b>	<b>25,000</b>	<b>25,000</b>	<b>35,588,608</b>	<b>18,913,985</b>	<b>35,701,609</b>	<b>0</b>	<b>113,001</b>
<b>Totals</b>		<b>54,108,148</b>	<b>10,145,973</b>	<b>386,675</b>	<b>386,675</b>	<b>64,640,796</b>	<b>25,944,664</b>	<b>60,003,736</b>	<b>(3,991,573)</b>	<b>(645,487)</b>



## AGENDA ITEM: 8

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	The Dacorum Compact (2015 – 2019)
<b>Contact:</b>	Portfolio Holder: Cllr Neil Harden Portfolio Holder for Residents and Corporate Services and Cllr Andrew Williams, Leader of the Council  Author: Eli Tweed, Community Partnerships Officer  Responsible Officers: Claire Lynch, Team Leader (Community Partnerships, Matt Rawdon, Group Manager (People) and Steve Baker, Assistant Director (Chief Executive's Unit)
<b>Purpose of report:</b>	To seek the agreement for the new Dacorum Compact (2015 – 2019).
<b>Recommendations</b>	That Cabinet agree the new Dacorum Compact (2015 – 2019)
<b>Corporate Objectives:</b>	<ol style="list-style-type: none"> <li>1. Community Capacity: enabling self-help and volunteering to build communities.</li> <li>2. Dacorum Delivers: developing more effective ways of delivering services which meet customer expectations.</li> </ol>
<b>Implications:</b>	<u>Financial</u>  There are no financial implications for the Dacorum Compact.
<b>'Value For Money Implications'</b>	<u>Value for Money</u>  The Dacorum Compact will promote greater partnership working between sectors, improved relationships which can lead to enhanced service delivery and efficiencies.
<b>Risk Implications</b>	If the commitments in the new Dacorum Compact are not carried out it may be open to criticism from the Voluntary and Community Sector (VCS) but this has been mitigated by extensive consultation and involvement of both statutory and

	<p>VCS to try to ensure the commitments are attainable and agreeable. Also section titled 'Who to contact if things go wrong' on page 11 includes peaceful resolution and signposting to Community Action Dacorum for further help.</p> <ul style="list-style-type: none"> <li>By not having an up to date, current and agreed Dacorum Compact, it could lead to a breakdown in working relationships between Dacorum Borough Council and the VCS. This is particularly important at this current time as the Council are embarking on commissioning services with the funding that was previously allocated through the Strategic Partner Programme.</li> </ul>
Community Impact Assessment	Community Impact Assessment carried out 28 October 2015
Health And Safety Implications	Nil
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>No comments to add to the report.</p> <p><b>Deputy S.151 Officer:</b></p> <p>There are no direct financial implications of this report. Any funding allocations are subject to the usual MTFS and budgeting process.</p>
Consultees:	<ul style="list-style-type: none"> <li>DBC staff, CMT and managers of people</li> <li>Strategic Partners and the wider Voluntary &amp; Community Sector</li> <li>All Council Members</li> </ul>
Background papers:	Previous Dacorum Compact
Glossary of acronyms and any other abbreviations used in this report:	<p>VCS - Voluntary &amp; Community Sector</p> <p>CMT – Corporate Management Team</p>

## 1. Background

- 1.1 The Dacorum Compact is a local Compact which is an agreement between the statutory sector and the VCS. It was initially agreed and published in 2002 and then refreshed in 2007/8. Dacorum has a long history of partnership working across the two sectors but with changes to the relationship such as commissioning, it is important to have an up to date Compact which reflects the current context.

- 1.2 Local Compacts can be at County level or Borough/District Level. There are no compulsory elements to include in a local Compact but good practice is to include 'commitments' or 'aims' for both sides, often based on the National Compact's five principles:
  - **Effective and transparent design** of policies, programmes and public services
  - The **independence** of the sector
  - Enabling VCS to deliver **responsive, high-quality programmes** (grants and contracts)
  - Clear arrangements for **managing changes** to programmes and services (decommissioning)
  - **Promoting equality**
- 1.3 Benefits of a new Dacorum Compact include clearer roles and responsibilities of the different sectors and improved understanding between sectors. Also, it will help to build trusting relationships, to recognise shared goals and to transform and improve the local community.
- 1.4 The new Dacorum Compact follows the principles of the National Compact but reflects local circumstances. *Working Together* is the tag line for the Dacorum Compact used throughout the document. It sets a structure for engagement between the voluntary and statutory sector, by detailing undertaking by both sides, as well as having joint commitments.
- 1.5 There was a detailed consultation process to reach agreement on this document, which consisted on two stages:
  2. **Stage 1 consultation**
    - 2.1 Advice was sought from Compact Voice (the national body that help develop local Compacts) and research was conducted into current best practice. A staff brainstorming session took place in June 2015 to help staff understand more about the Compact and to get some ideas for improvement. More staff and the wider VCS attended another session in July and this helped participants to understand the Compact, brainstormed ideas for how to make the compact come alive and developed ideas for compact commitments. A draft of the new Dacorum Compact was then created based on the input of the participants from these two sessions.
  3. **Stage 2 consultation**
    - 3.1 The draft Compact consultation stage ran from Thursday 10 September to Thursday 6 November 2015. The comments received have been considered and applied where appropriate.
    - 3.2 The consultation on the new Dacorum Compact helped to spread understanding of the Compact even further, and to gather views of representatives and organisations in the wider statutory and VCS that were unable to attend the workshops. Council Members, CMT and managers of people were also consulted.
  4. **The Proposed Dacorum Compact (2015 – 2019)**

4.1 Appendix 1 contains the proposed Dacorum Compact (2015 – 2019).

**5. Recommendation**

5.1 That Cabinet agree the new Dacorum Compact (2015 – 2019).

# Dacorum Compact

A compact for Dacorum Communities



Supported by



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## Foreword

The Dacorum Compact: *Working Together* is a written agreement built on shared values, understanding and mutual respect between the statutory sector and the voluntary and community sector (VCS), for the benefit of Dacorum communities.

*Working Together* aims to develop partnership working and sets the framework for the relationship between the statutory sector and the VCS. It outlines key principles based on the National Compact to improve working relationships and lead to better outcomes for people in Dacorum.

Although Dacorum has had a Compact for many years, this refresh intends to capture the long history of partnership working in Dacorum across the two sectors and to reflect the current context. For example changes to the relationship due to the commissioning environment.

It is hoped that by having clear responsibilities for both sectors, *Working Together* will encourage a Compact way of working which will continue to develop and evolve, and that Dacorum communities will flourish.



Andrew Williams

Leader of Dacorum Borough Council





## What is this Compact?

*Working Together* follows the principles of the national compact but also reflects local circumstances. It sets a structure for both the VCS and statutory sectors to engage with each other and highlights good examples of compact working in Dacorum. By refreshing the Dacorum Compact in this way, we hope to inspire new partners to sign up and that there will be greater support for *Working Together*.

The Dacorum Compact is a way of working which will support those using it to carry out their roles. Moreover, it is a platform which the two sectors can build on to form a powerful relationship which goes far beyond one document.

By making clear statements about the commitments of both sectors and expected standards for organisations to work to, *Working Together* is designed to improve the relationship for mutual advantage, underpinning principles that we already share.

By refreshing the Dacorum Compact we intend to:

- Raise mutual awareness, respect and honesty between the sectors
- Build trusting relationships and foster a spirit of collaboration
- Show that the aims and ambitions we have in common are greater than the perceived differences that might have caused barriers in the past
- Create transformation and success
- Work together to improve local communities by making them stronger and more resilient

## Dacorum Compact Commitments

*Working Together* commits both the statutory sector and the VCS to achieving the following five principles:

- A strong, diverse and independent civil society
- Effective and transparent design and development of policies, programmes and public services
- Responsive and high-quality programmes and services
- Clear arrangements for managing changes to programmes and services
- An equal and fair society

## What a Compact is not

- Legally binding
- A Service Level Agreement
- A guarantee of funding
- A contract
- A replacement for existing partnership working agreement
- Committing your voluntary organisation to extra work by signing up

## What it could mean for you

- Clearer roles and responsibilities of the different sectors
- Shared definitions
- Recognising shared goals
- Easier communication and getting to know people in different sectors
- Finding out more about how other sectors work

## Benefits of refreshing the Dacorum Compact

- Shared understanding
- Build trusting relationships
- Changing perceptions
- Transformation and success
- Improved local communities

## Compact Commitments

The following commitments, which are grouped under headlines taken from the National Compact, show how compact principles can be put into practice through the daily operations of both the statutory organisations and the VCS.

## 1. A strong, diverse and independent civil society

*The Dacorum Compact* is about recognising the strength and diversity across all sectors and identifying the unique and independent nature of the VCS which enables it to work closely with, and respond to, the needs of local communities.

Statutory organisations aim to...	VCS organisations aim to...
Recognise that volunteers make an important contribution to Dacorum both socially and economically.	Raise awareness of the impact that volunteers and voluntary action have on individuals, the VCS and local communities.
Recognise, promote and uphold good volunteer management.	Promote and maintain good volunteer management including measurement of volunteer activity.
Consider a range of ways to resource the VCS, including grants, contracts, loan finance and use of premises.	Explore new ways of working and diversify funding streams.
Be clear with residents about funding given to the VCS and who it aims to help.	Ensure the needs of the community are met by providing services to targeted groups with funding that has been made available.
Be skilful in allocating resources and support to enable the VCS to be strong. Use evidenced based decision making for making informed funding decisions.	Share information to develop evidence bases and use this information to target services.
Use consultation to improve transparency regarding decisions that affect funding.	Support statutory sector with working towards achieving their priorities.
Respect the independence of the VCS.	Ensure independence of the VCS is upheld.

### Shared aims:

- Promote volunteer opportunities publically.
- Be transparent - use plain English in publications.
- Share information and data, policies and best practice.
- Agree not to speak badly of one another in public and be clear on what type of campaigning is acceptable.
- Understand on both sides that cuts affect everyone; try to protect services where possible.
- Use resources effectively and explore collaboration of premises, facilities and leases.

## 2. Effective and transparent design and development of policies, programmes and public services

*Working Together* on policy development is mutually beneficial for both the statutory sector and the VCS. Statutory organisations recognise that the VCS has expertise in many areas because they often work directly with people and groups, enabling policies, programmes and services to be developed that better meet the needs of local people.

Statutory organisations aim to...	VCS organisations aim to...
Use a range of consultation methods to be as accessible as possible to smaller and harder to reach groups.	Engage in consultation and provide feedback to statutory partners when collecting the views of local residents.
Allow a reasonable time for consultation (usually between 8 - 12 weeks) and be responsive to community voices.	Share expertise, knowledge and skills gained from being able to engage closely with service users. Help to identify need in the community.
Recognise that the VCS have a role to play in developing and shaping services and policy through co-production.	Be active in developing and shaping service and ensuring service users are involved in the co-production process.
Be considerate of the social value also gained when developing services.	Measure social value and feedback to statutory sector.
Aim to exercise proportionality when setting expectations for service specifications and reporting.	Ensure that the organisations embed processes for collecting and reporting information.
Monitoring and evaluation expectations will be proportionate to the amount of funding on offer. All indicators for measuring performance will be agreed in advance.	Ensure the organisation is able to monitor and evaluate the indicators agreed. Be up to date on the easiest way to evidence outcomes and share best practice in monitoring.
Representative role - Councillors championing local initiatives and wider organisational goals.	

### Shared aims:

- Find ways to consult with vulnerable groups.
- Sharing information between sectors about support offered to improve signposting.
- Set realistic consultation timeframes.

### 3. Responsive and high quality programmes and services

*Working Together* encourages statutory organisations and the VCS to deliver policies and programmes that are built around communities and individuals.

Statutory organisations aim to...	VCS organisations aim to...
Encourage feedback through multiple channels on the effectiveness of the service or activity in delivering objectives.	Facilitate feedback from clients and beneficiaries to help improve service delivery.
Representative and responsive Councillors who can negotiate a speedy response.	Representation on panel to oversee decisions and feedback on results.
Commission on a level playing field and consider what is most beneficial to the community. Use evidence based decision making to target resources.	Proactively engage in the commissioning process providing information and advice about communities and individuals.
Commit to funding of three years or more where possible and consider whether shorter contracts are fair to the funding being allocated.	Diversify funding streams to allow for flexibility in payments of contracts.
Recognise different types of quality standards.	Work towards achieving appropriate quality standards.
Upskill staff and Councillors on the role of the VCS.	Provide appropriate training for Trustees.

**Shared aims:**

- Strong governance practice.

#### 4. Clear arrangements for managing changes to programmes and services

By *Working Together* statutory organisations and the VCS are able to be more flexible to changes that may need to be made to programmes and services.

Statutory organisations aim to...	VCS organisations aim to...
Carry out community impact assessments to manage changes for programmes, services and funding.	Highlight the impact on the community of potential changes to programmes, services and funding.
Give VCS early notice of changes and agree a minimum notice period for ending funding arrangements. Have an open door policy to talk about funding concerns.	Give early notice of changes in service delivery e.g. financially transparent communication and prepare for changes in funding e.g. exit plans.
Provide support to overcome problems, and resource or support with efficiency and smart working.	Look at efficiencies and smart working where possible. Sharing resources where appropriate.

##### Shared aims:

- Share information to jointly identify trends affecting the community.
- Design a resilience policy and undertake scenario planning.

## 5. An equal and fair society

Equality and fairness are core values for both statutory organisations and the VCS. Statutory organisations recognise that the VCS work closely with specific groups who may be under represented or marginalised in society. *Working Together* means that the needs of these groups can be better met by both sectors.

Statutory organisations aim to...	VCS organisations aim to...
Work with the VCS to take practical steps towards eliminating discrimination.	Share information with the statutory sector about how their work promotes equality and tackles discrimination.
Understand demographics and be able to engage with different groups.	Diversifying services to meet the needs of people from different demographics.
Provide opportunities for community involvement.	Provide opportunities for outreach activities.
Carry out community impact assessments.	Provide information about the diversity of community groups.
Promote equality and ensure vulnerable and under-represented groups are recognised.	Support vulnerable and under-represented groups.

### Shared aims:

- Be skilful and share learning when working with vulnerable groups.
- Be aware of different approaches and be adaptable.
- Ensure policies and procedures reflect the needs of the community.
- Break down barriers.
- Work towards becoming an 'Investor in diversity'.

## How the Dacorum Compact will come alive

- Launch the refreshed Dacorum Compact at the Dacorum Strategic Network partnership event in early 2016.
- Take part in Compact Week - an annual event run by Compact Voice.
- Encourage nominations for The Compact Awards which celebrate and showcase outstanding cross-sector partnership working across England.
- Review the Compact regularly.

## The Dacorum Compact is working for us

Some examples of the success of *Working Together*:

- Dacorum Borough Council (DBC) Volunteer Management group set up, and training provided to staff on effective volunteer management.
- DBC taking part in the National Commissioning Academy.
- DBC Commissioning - involving the VCS in the process - consultation, workshops, embedding social value.
- Prompt payment of VCS grants by DBC.
- DBC Community Grants now more up to date and transparent with an online application system.
- DBC involved in the *Synergy Dacorum* project, a partnership of 20 local VCS advice and support organisations working together to provide integrated services for local people.
- VCS involved in training new members.
- VCS invited to be part of the evidence-based decision-making sub-group at DBC.
- The Forum development, a shared service hub involving DBC, Police, Library and VCS organisations is underway.
- DBC's participation in the *Synergy Dacorum* project, a partnership of 20 local VCS advice and support organisations working together to provide integrated services for local people.

## Who to contact if things go wrong?

The Dacorum Compact offers clear guidelines around funding, consultation and partnership working and if there are instances where it is not being complied with a diplomatic approach is recommended. For example challenging bad practice by asking whether a decision or process is compact compliant can lead to a resolution. If further assistance is needed to help find a way forward with an issue, Community Action Dacorum can be contacted.

This document will next be reviewed by January 2019







## AGENDA ITEM: 9

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24<sup>th</sup> November 2015</b>
<b>Part:</b>	<b>I &amp; II (appendices)</b>
<b>If Part II, reason:</b>	The Part II appendix to the report and Appendix f of the HRA business Plan contains information relating to the financial or business affairs of the Council and private companies.  Local Government Act 1972, Schedule 12A, Part 1, paragraph 3

<b>Title of report:</b>	Annual Review of Housing Revenue Account Business Plan 2015/16
<b>Contact:</b>	Cllr Margaret Griffiths, Portfolio Holder for Housing  Author/Responsible Officer – Elliott Brooks, Assistant Director - Housing
<b>Purpose of report:</b>	To update Cabinet on the Annual Review of the Council's Housing Revenue Account Business Plan
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That Cabinet recommends Council to approve the updated HRA Business Plan.</li> <li>2. That Cabinet recommends Council to approve the revised development programme budgets as set out in the Part II appendix to this report.</li> </ol>
<b>Corporate Objectives:</b>	Affordable Housing
<b>Implications:</b>	<u>Financial</u>
<b>'Value For Money Implications'</b>	<p>Regular review of the Council's HRA Business Plan is essential to ensure short, medium and long term viability of the plan.</p> <p><u>Value for Money</u></p> <p>All contracts and services are tendered in line with the Council's procurement procedures to ensure VFM. The Landlord Service also compares costs annually with other social landlords through 'Housemark' benchmarking data.</p>

Risk Implications	Monitoring of the HRA Business Plan has been identified as a Key Risk of the Housing Service and is reported to the Council's Housing & Communities Overview & Scrutiny Committee on a quarterly basis
Community Impact Assessment	The Housing Revenue Account is a 'ring fenced' account for the income and expenditure solely related to the Council's housing stock, tenants and leaseholders.
Health And Safety Implications	Health & Safety is identified as a Key Service Risk for Housing and therefore reported to the Council's Housing & Community Overview & Scrutiny Committee on a quarterly basis
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>No comments to add to the report.</p> <p><b>Deputy S.151 Officer</b></p> <p>The impact of 1% per annum rent reductions for the next four years is set out at section 4.2. Further government proposals pertaining to pay to stay and high value voids will be analysed once details have been determined.</p> <p>The risks of increasing development costs and inflation risk will be monitored and taken into account in updates. The profiling has not factored in the common causes of programme slippage which can increase the build period of a programme of this scale. If the programme is delayed for any reason then the level and duration of borrowing required, income accruing and capital receipt will differ to the profiling set out.</p> <p>All of these external factors require a more dynamic review and monitoring of the business plan to ensure that it retains its viability.</p> <p>The actions taken to limit the new build programme and to retain slightly increased reserves maintain a sufficiently prudent working balance.</p>
Consultees:	<p>Mark Gaynor – Corporate Director, Housing &amp; Regeneration</p> <p>James Deane – Corporate Director Corporate Director (Finance &amp; Operations)</p> <p>David Skinner – Assistant Director – Finance &amp; Resources</p> <p>Fiona Williamson – Group Manager Property &amp; Place</p> <p>Andy Vincent – Group Manager Tenants &amp; Leaseholders</p> <p>Julia Hedger – Group Manager Housing Development</p> <p>Richard Baker – Group Manager Financial Services</p> <p>DBC Tenants &amp; Leaseholders Committee</p> <p>DBC Housing &amp; Communities Overview &amp; Scrutiny Committee</p>
Background papers:	n/a
Glossary of	HRA – Housing Revenue Account

acronyms and any other abbreviations used in this report:	BP – Business Plan TLC – Tenants & Leaseholders Committee RTB – Right to Buy
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## 1. Background

1.1 In April 2012 the Council agreed its first 30 year Housing Revenue Account (HRA) Business Plan. It was a requirement following the introduction of Self Financing (replacing the HRA Housing Subsidy System).

1.2 This report details the third annual review of the HRA Business Plan and explains the issues and assumptions which have needed to be considered or re-visited.

## 2. Housing Revenue Account Business Plan

2.1 The resources available following the move to Self Financing gave the Council the opportunity to be strategic in its approach to its housing stock for the first time. It was possible, and essential, to not only consider the existing housing stock, but also wider issues such as community development, improving the environment and the potential to build new Council homes to address the increasing demand for affordable housing.

2.2 The Business Plan not only concentrates on the financial related strategy and objectives, but also the service priorities of the Council's Landlord function to its tenants and leaseholders. The longer term perspective is crucial to ensure that the service and its primary assets, the housing stock, are fit for purpose for the whole period and beyond.

## 3. Performance of the 2014/15 Business Plan

3.1 As would be expected within such a complex budget as the Housing Revenue Account there were various areas of overspend and underspend throughout 2014/15. These were regularly reported to the Council's Corporate Management Team and its Cabinet and Scrutiny Committees on a quarterly basis. The Council's TLC was also given budget updates at the mid-year point and end of year.

- There was an underspend in the Repairs & Maintenance budget of £1.3m. The underspend was predominantly down to savings being made against the Osborne contract through the open book audit.
- A saving of £1.2m in the Improvement Programme on existing stock, again due to savings being made against the Osborne contract through the open book audit which has been re-allocated to new schemes for 2015/16. RTB sales continued to remain at a high with 104 sales completed in 14/15 generating a capital receipt of £11.7m (only a proportion of this available to HRA) The Council is receiving significant sums of 141 RTB receipt, depleting the stock, and yet increasingly unable to make use of this money through a combination of lost rental income as a result of the social rent changes, and receipts being too high to match fund at the required rate.
- As a result, the Council will seek to contribute to the delivery of affordable housing across the Borough through grant funding of local HAs.

3.2 In terms of tangible outcomes that benefit our tenants directly the table below demonstrates how the Council has been able to improve the homes in which tenants live since the introduction of the Business Plan.

Improvement Works	2011/12	2012/2013	2013/2014	2014/15
Kitchen Renewal	196	456	721	433
Bathroom Renewal	192	426	529	327
Re-Wire	250	605	784	411
New Doors (front/rear)	532	1935	3480	2568

Note: 2014/15 capital works programme was a 9 month programme due to the Osborne Total Asset Management Contract starting July 1<sup>st</sup> 2014 (and the 2013/14 programme used 15 months worth of funding). The previous capital works programmed ceased March 2014.

3.4 The Council has also been able to continue its programme to build new homes in the borough for the first time in over 20 years.

3.5 During 2014/15 34 new homes have completed and allocated to local residents in the borough. The New Build Programme is subject to a report on the agenda of the Council's Cabinet November 2015.

#### 4. Considerations for year 3 HRA Business Plan Review

##### 4.1 Government Policy & Proposals.

4.1.1 In the recent Budget and both the Welfare Reform & Housing Bills there have been a number of proposals and statements which will have a significant impact on the Council's Housing Revenue Account, both immediately and in the longer term.

4.1.2 Whilst much of the detail and legislation is not yet finalised, officers have been working to try and estimate some of the impact on the Business Plan and what actions are needed in terms of mitigation and reviewing assumptions within the Business Plan.

##### 4.2 Social Rent Reductions

4.2.1 All social rents are to be reduced by 1% each year for 4 years starting in April 2016. The Council's current policy is that rents increase each year by CPI + 1%. There will be no ability to apply any additional increase for those tenants currently below target rent levels.

4.2.2 It is expected that Council rents not yet at target will also be subject to the annual 1% reduction. The table below demonstrates the potential impact on the rental income for Dacorum Borough Council's HRA:

Year	Rent roll if current policy in place	Rent roll with 1% annual reduction	Variance
	£'000	£'000	£'000
2016/17	59,159	55,785	3,374
2017/18	61,660	54,998	6,662

2018/19	64,659	54,686	9, 973
2019/20	67,371	54,381	12,990
Total – 4 Year	252,850	219,850	33,000
30 Year	3,109,977	2,339,184	770,793

4.2.3 The 4 year impact is a reduction in rental income of approximately £33m.

4.2.4 Rental income assumptions within the Council’s 2015/16 Business Plan reflect the figures above. From years 5 to 30 rental income has been assumed with the policy reverting to CPI +1% without convergence.

#### 4.3 Fairer Rents in Social Housing: Pay to Stay

4.3.1 Social housing tenants with household incomes of £40,000 and above in London, and £30,000 and above in the rest of England will be required to pay a level of rent either at market level or close to. It is proposed that data is provided by HMRC to social landlords for the purpose of determining income. Local Authorities will be required to pay any additional rental income to the Treasury based on an estimate number, with a deduction for any administration costs incurred. This policy is currently subject to consultation and the Council will be responding. It is essential that the Council demonstrate the administrative complications and associated costs of managing the policy. Government has proposed that this would start 2017/18.

4.3.2 It is difficult to predict the impact of this policy. The Chartered Institute of Housing predict an increase in RTB’s and surrenders of tenancies. The result of an increase in surrenders would be more empty homes which cost the Council lost income and maintenance costs. A further increase in RTB’s obviously reduces stock and rental income in the long term

#### 4.4 Sale of High Value Council Voids

4.4.1 The RTB is to be introduced to Housing Association tenants. It was announced recently that Housing Associations will voluntarily extend the RTB to their tenants through the National Housing Federation’s agreement with the Government.

4.4.2 It is proposed that this is funded by the sale of high value Council housing stock.

4.4.3 This will not be a local system. Receipts will be collected centrally and then flow out again. Whilst the principles were set out in the Housing Bill, operational detail will follow through secondary legislation.

4.4.4 There are two options currently under consideration:

- Actual sale of high value homes or
- A formula approach.

4.4.5 A formula approach would effectively be a tax on voids anticipated throughout the year. An amount would be calculated and paid annually to government based upon a formula that included property values, number of bedrooms, churn rate etc.

4.4.6 Until more detail is known regarding the expected receipt from Dacorum Borough Council it is difficult to make accurate assumptions. The most likely outcome would be the sale of a number of void properties for a defined period resulting in less rental income going forward (and a reduction in the ability to meet housing need). It is unclear whether there will be any receipt retained by the Council, or the amount required reduced to reflect the outstanding debt on each property.

#### 4.5 Increased Development Costs

4.5.1 Original assumptions within the HRA Business Plan made provision for future new build costs at the then market costs. These build costs have increased as a result of the backdrop of a rising market. Information collated from the market and from the Council's recent tenders have resulted in the assumptions for future schemes increasing. The new proposed development programme with estimated costs can be found in Part 2 of this report.

#### 4.6 Service Priorities

4.6.1 Social Housing is changing. The service is having to deal with more complex tenancy issues and these often require intense resources both in terms of officer time and investment in the stock to solve.

4.6.2 The Housing Service will need to be able to adapt and divert resources where they are needed dependant on a number of external factors. Two areas identified as a growing priority are Tenancy Sustainment & Homelessness.

#### 4.6.3 Tenancy Sustainment

4.6.3i It has been recognised that the success or failure of a tenancy, particularly of a vulnerable person, can often be heavily influenced by the property they live in and the support that the landlord can give. This was recognised by the Council and approximately a year ago a Tenancy sustainment team was created. It was mainly from existing resources pulled from other teams (income / repairs / tenancy management).

4.6.3ii This has allowed a relatively small number of tenants to receive intense work from the housing team in order to successfully sustain their tenancy. A failed tenancy costs the Council several thousands of pounds so the success of this team will ultimately save money for re-investment in the housing stock.

#### 4.6.4 Challenges relating to homelessness

4.6.4i The Council is seeing increasing numbers of people both seeking general housing advice and those presenting themselves as homeless. Using September 2015 as reference point both numbers have more than doubled and the housing register increases at a rate of approximately 50 per month. (current figure over 5500 active applicants). Whilst this area of the service is strictly a General Fund function rather than that of the HRA there is a direct impact on the housing stock. More of the stock is being used for temporary accommodation and therefore can restrict transfers or movement within the stock for tenants to ensure families are living in appropriate sized accommodation.

## **5. 2015/2016 Housing Revenue Account Business Plan**

- 5.1 The draft 2015/2016 HRA Business Plan can be found in Appendix 1 of this report. All areas of the plan have been reviewed in consultation with officers in the finance team as well as those across the Housing Service.
- 5.2 Appendix A of the Business Plan details a variety of assumptions which have been made with the knowledge and certainty currently available. They require constant review and if needed are altered mid year in advance of the formal annual review.
- 5.3 As explained in Section 4.2 the Government's proposed new 4 year rent policy will have a significant impact on the Business Plan. Measures have had to be taken in terms of the capital programme and new build programme as well as the option of additional borrowing.
- 5.4 Some of the main changes applied during the review are as follows:
- Rent policy altered to reflect 4 year rent reductions of 1% on all tenancies. Policy then reverts to CPI +1% (no convergence)
  - It is proposed that over the first 5 years of the Business Plan the Council will borrow the cumulative back up to the HRA debt cap - £9.8m
  - There has been only a slight reduction in the proposed Housing Development Programme up to 2020. There is a strong desire to continue to deliver new Council homes in the borough for local people in housing need. There are no New Build assumptions post 2020 currently, however, officers will explore opportunities throughout 15/16 in terms of funding and methods of generating resources to expand the programme. The proposed Housing Development programme can be found in the part two appendix of the HRA Business Plan, Appendix a of this report.
  - Bad Debt provision increases five fold to take account of new HB restrictions and potential impact of Universal Credit

## **6. Recommendation**

- 6.1 That the 2015/16 HRA Business Plan is approved including changes detailed in Section 5 and the assumptions within Appendix A of the Business Plan along with the proposed development programme appendix in Part 2.





**Dacorum Borough Council  
Housing Revenue Account  
Business Plan 2015/16**

**People: Property: Place**

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## **1. Overview**

This is Dacorum Borough Council's annual update of its Housing Revenue Account (HRA) Business Plan under the financial regime of self-financing, which saw all local authorities with housing stock leave the housing subsidy system. This allowed the Council to develop a business plan over which it has complete control and enables a long term view of investment. The level of resources that are available to the Council, provided that the business plan is followed and the services effectively and efficiently run, have increased dramatically and will allow the whole of the business to be developed, rather than focus almost exclusively on the fabric of the stock which, by virtue of the scarce level of resources available, previous plans had to be based on. This plan will develop and adapt over time, taking account of progress made and any changes of circumstances.

## **2. Context**

Dacorum Borough Council has a housing stock of approximately 10,500 tenanted homes and 1,500 leaseholders covering the towns of Hemel Hempstead, Tring, Berkhamsted and several villages. The majority of the stock is Hemel Hempstead based as a result of the New Town development in the 1950's.

In general the quality of the stock currently is of a fairly high standard with the majority of homes having reached the Decent Homes Standard over the past several years. Due to previous financial constraints, however, there had been limited investment in other areas such as Estate Improvements or External Decorations. This has, to an extent been addressed over the past few years with significant increases in investment in these areas.

Until April 2012, the system for financing Council Housing was the national 'subsidy system' whereby a Council in the position of Dacorum Borough Council would pay what it was deemed as excess rent received into a central pot for other councils to be subsidised. In 2011/12 Dacorum Borough Council paid £20million into the pot. It had long been argued by many Councils that the system was unfair and if it had continued the Council would not be able to fund the investment programme required to maintain our stock.

The Government introduced a change, referred to as 'Self Financing' and from April 2012 the Council now keep all of its rental income from Council Housing, no longer pay negative subsidy to the government, but have to service its share of national housing debt based on a valuation of the council's housing business. The Government's Self Financing Determination confirmed that the value of Dacorum's housing business is £354,015,000 and the necessary borrowing was arranged as from 28 March 2012 to pay Government and release Dacorum Borough Council from the subsidy system. The self financing system allows far greater certainty in financial planning and the ability to plan investment as well as respond to tenant priorities, but also requires greater expertise in Treasury Management and a more sophisticated approach to asset management.

Following Self Financing more resources were immediately available to the Council to invest in its housing stock and over the past three years the Property & Place Team have worked with our contractors to ensure that maximum efficiency was gained from these resources resulting in a huge increase in the volume of improvement works carried out since 2011/2012.

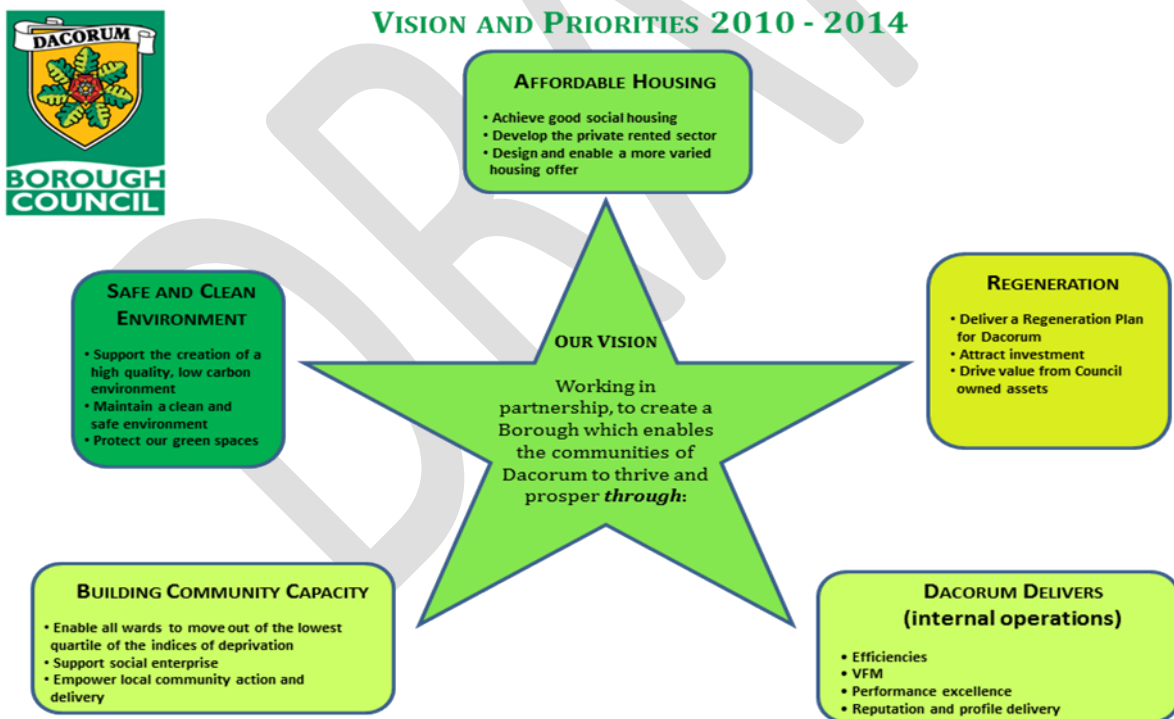
Improvement Works	2012/2013	2013/2014	2014/2015
Kitchen Renewal	456	721	433
Bathroom Renewal	426	529	327
Re-Wire	605	784	411
New Doors (front/rear)	1935	3480	2568

Note: 2014/15 capital works programme was a 9 month programme due to the Osborne Total Asset Management Contract starting July 1<sup>st</sup> 2014 (and the 2013/14 programme used 15 months worth of funding). The previous capital works programmed ceased March 2014.

### 3. Dacorum Borough Council's Vision & Priorities

In 2010 Dacorum Borough Council undertook an exercise to review and re-align its vision and priorities. These are shown below and it is important that the management and ultimately growth of the Council's housing stock progresses in a way which not only compliments the vision and priorities but assists in them being achieved. Following local elections in May 2015 these priorities have been confirmed.

Fig 1



#### **4. Dacorum Borough Council's Long Term Vision for the Housing Service**

The landlord service, managing and maintaining the Council's rented and leasehold housing stock, is an integral part of the broader housing service which incorporates the strategic function – developing and delivering the strategies for the future including ensuring a healthy supply of new homes (including affordable) to meet the needs of the Borough – and housing options which deals with housing need, homelessness and allocations of rented homes. Although having elements of separation in operation – not least because the HRA is ring fenced to landlord expenditure only – the delivery of the housing service should be seen as a single entity with clear and shared vision and objectives.

During 2013 the Council published its Housing Strategy (2013 – 2018) which identified key strategic objectives: [\(link\)](#)

- To plan and deliver a good supply and mix of housing
- To improve the quality of housing in Dacorum
- To monitor housing need effectively
- To maximise the delivery of affordable housing
- To improve prevention of homelessness and the range of temporary housing options
- To foster the private sector as a housing option

Due to the significant changes in the Housing Service itself, it was acknowledged that there needed to be a clear direction and vision for staff, tenants and leaseholders and the Council to buy into so that common goals were expressed in order to achieve success and take the service forward.

***'We want Dacorum to be a place people are proud to call home. We will involve our tenants & leaseholders in decisions, provide good quality, affordable homes, help maintain tenancies and prevent homelessness – and be honest about improvements we still need to achieve.'***

#### **5. Purpose of the Business Plan**

The Housing Revenue Account Business Plan (HRA BP) is a thirty year plan which encompasses both the financial and service related objectives over that period. The longer term perspective is crucial to ensure that the service and its primary assets, - the housing stock, can be 'fit for purpose' for the whole period (and beyond).

The HRA BP runs for thirty years, although there will be opportunities and pressures that cannot be predicted at this point; therefore, as it forms the basis of service delivery and asset management strategy it will be regularly updated to account for changed circumstances Government Legislation along with tenant and Member priorities.

There are several key themes to the Business Plan which are undeniably linked and reliant on each other.

Fig 2.



### **5.1 Governance of the Plan & Tenant Involvement**

This HRA BP is a living document which articulates the short, medium and long term strategies for the investment in and management of the Council’s housing stock. For this to be the case all stakeholders need to understand, buy into and have the ability to influence any reviews or amendments.

DBC Cabinet

Ultimately the HRA BP and all the detail within it will be signed off and agreed by the Council’s Cabinet on an annual basis, with day to day management of the BP delegated to senior Council officers in the Housing and Finance teams.

DBC Housing & Communities Overview & Scrutiny Committee

The Housing & Communities Overview & Scrutiny Committee is made up of a panel of Council Members representing all parties. It has a remit which includes oversight of all aspects of housing in Dacorum. The Committee also has co-opted members representing the Tenants & Leaseholders Committee.

### DBC Tenants & Leaseholders

Throughout the lead up to Self Financing and following implementation the tenants of Dacorum have been involved on a variety of levels:

- Self Financing & Business Planning Workshops at the Dacorum Tenants Conferences
- STAR (Survey of Tenants and residents) every 2 years
- Consultation Weeks around the borough
- A sub-group of the Tenants & Leaseholders Committee was set up specifically to discuss the issues around Self Financing and Business Planning in more detail – agreeing the ‘Dacorum Standard’ and assisting in the ongoing review process

The HRA BP will be subject to an annual review which will involve input from tenants and the Housing & Communities Overview & Scrutiny Committee.

April 2012 saw significant change in the Government’s approach to tenant involvement. The Tenant Services Authority was abolished with the role of ensuring Local Authorities work with their tenants and leaseholders passing to the Homes & Communities Agency.

### 5.2 Service Priorities

During January & February of 2014 the Housing Service carried out its second STAR (Survey of Tenants & Residents) survey. It was agreed with the Tenants & Leaseholders Committee that the results and feedback should form the basis of the Housing Service Plan. It was also agreed that the Service Plan should be a 2 year programme which runs until the March 16.

The key issues and priorities identified were:

- That the council should continue to treat investment in replacement kitchens, bathrooms and external doors and provision of new parking (where possible) as a priority for allocation of budgets.
- That the council should carry out further enquiries or surveys in order to ascertain why Dacorum’s tenants seem more likely to be digitally excluded than the national average. Also to provide targeted training to enable and encourage older, financially disadvantaged or disabled tenants to use the internet if they wish to do so.
- That the council should continue to promote awareness of the standard of cleaning that tenants can expect, monitor standards via satisfaction surveys and invest in improvements to the service, including staff training where necessary.

- That Grounds Maintenance should be a regular agenda item for Housing Maintenance and Environment Committee (HMEC) with a view to monitoring standards and investigating options for improving levels of satisfaction.
- That HMEC and TLC should continue their involvement with monitoring the new TAM contract and work co-operatively with officers to devise both the new definition of 'right first time' and satisfaction surveys to promote confidence that service standards are being met.
- That the results of the question around Housing Benefits payments should be analysed to determine what percentage of those currently receiving Housing Benefit are not aware of the forthcoming changes. Also to determine whether there are any links between lack of awareness of the forthcoming changes and disability or lack of internet access at home. Measures then to be taken to ensure that all tenants are aware of how these changes will affect them.
- That we continue to publish STAR updates in News and Views and carry out further consultations in accordance with the Housing Consultation Strategy whenever changes are planned, whether to the service as a whole or at a local level.
- That all possible steps should be taken to reverse the trend of increasing numbers of residents finding it difficult to reach the correct person when contacting the Council.
- That using an Estate Management approach the Tenant Involvement Team in partnership with other housing colleagues should continue to organise and promote local area walkabouts to highlight any local problems and work co-operatively with Clean Safe & Green and Resident Services to tackle any local rubbish or littering issues.
- To develop the Council's New Build programme and ensure good quality homes are provided for both existing and new tenants in Dacorum.

### **5.3 Asset Management Strategy and the new TAM Contract**

Dacorum Borough Council's Housing Revenue Account (HRA) Business Plan has been developed to inform the strategic medium and long-term approach to maintaining, improving and developing the Council's housing assets.

The Council's housing stock comprises its highest value assets and its repair and maintenance costs its largest ongoing liability. A pro-active Asset Management Strategy (AMS) ensures that stock decisions are made through effective business planning and is one of the key tools, which will be used by the Council to meet and respond to varying housing need and demand.

The development of the AMS was commenced in 2013; however with the procurement of a new Total Asset Management contract in 2014 this has been deferred, as there are benefits from using the improved intelligence, which will be collected under the provisions of the new contract. In addition, by involving the new service provider, Osborne Property Services Ltd, it will enable the strategy to be adopted by both parties thereby ensuring it is both relevant and evolving. Once developed, the AMS will form direct links to corporate priorities and wider housing strategy, including the provision of new affordable homes within the Borough. The strategy will be influenced by National policies and will ensure adherence to statutory requirements and governance structures.



In order to develop a robust AMS the Council will work with Osborne to supplement the existing evidence base, which comprises of data collected by Savills compiled during two stock condition surveys and provides details on 60% of the properties. The data will continue to be collected and stored on a new asset management software system, so that future programmes can be targeted and developed using both the stock condition information and details from patterns of responsive repairs.

The AMS will set out the priorities for the physical care and improvement of the housing stock and surrounding environment as well as explaining how, through sound planning, the Council can ensure that its housing offer continues to meet the needs of the local people of the Borough.

The AMS will be the Council's first Housing AMS and will be specifically designed to meet the Council's strategic planning needs under the 'self financing' arrangements of HRA reform.

The stock has been the subject of significant investment over many years with numerous programmes of maintenance and improvement having been carried out and with a range of improvement programmes currently ongoing, including the refurbishment, upgrading and provision of additional units on a block of flats in Longlands and a number of schemes which are targeted on improving the energy efficiency of the stock.

Despite the fact that by the deadline of December 2010, the Council successfully achieved the Government's Decent Homes compliance target, there still remains a number of properties which are non decent, due to tenants declining to have decent homes works undertaken and the change in the Health and Safety rating system, increasing the number of homes recorded as non-decent to 9.4% at the year end 2014.

Whilst the Council will continue to have a focus on the management, maintenance and refurbishment of its existing stock over the coming years, it also intends to look more broadly at wider asset management issues, such as the identification and use of land for the building of new assets, the potential redevelopment of existing sites and the potential use of available funds for the acquisition/development of new properties.

In order to achieve these aims the Council's has procured a Total Asset Management Contract, which will be delivered over a period of between five and ten years. The contract incorporates both the responsive repairs and the planned programmes of work into a single contract, delivered by one service provider, Osborne Property Services.

The new contract is a departure from the traditional split of contracts and is designed to deliver the following five strategic objectives:

1. To work collaboratively with a contractor to provide an innovative, high quality and continually improving "Total Asset Management" service that aligns with DBC's Housing business plan, asset management strategy and the corporate and housing priorities;
2. To ensure that DBC's chosen partner demonstrates a sustainable business plan and financial stability for the life of the contract and that costs are continuously transparent, controllable and within a range of benchmarked costs;
3. Proactively involve tenants and leaseholders in the design, delivery, scrutiny and monitoring of the service;
4. To ensure relevant standards of workmanship, health & safety, and customer care are consistently demonstrated and measured;
5. To build sustainable communities, through training and employment of local people and the use of local organisations.

The Council has also entered into a new gas servicing and installation contract with Sun Realm and both contracts are based upon target costs and open book accounting, which is designed to enable the contractor and client to work together to derive efficiencies through targeted interventions on any high areas of expenditure. The new contractual arrangements will enable any savings to be reinvested in the stock by increasing planned programmes of work.

### **5.3.1 Our Asset Management Vision**

**Through effective, active, asset management to have a high quality, well maintained, sustainable housing stock which meets a locally determined Dacorum Standard to provide the type and standard of accommodation our residents seek in the locations and environments they want to live.**

The HRA Asset Management Strategy will be prepared to support this vision, together with other broader strategic objectives of the Council highlighted in figure 1.

Whilst the Council will seek opportunities to build new Council homes, the emphasis of the HRA Asset Management Strategy will focus on improving and maintaining the housing stock to the best possible affordable standard; "The Dacorum Standard". (See Appendix b) In addition the asset management strategy will consider whether the current stock profile is "fit for purpose" in terms of statutory compliance, layout and room sizes, ability to adapt or in line with the demand profile on the housing register. The Council has participated in the Chartered Institute of Housing's Redefining Asset Management Project, which involved working with 16 peer organisations to establish the criteria that the housing asset should be assessed against. The Council are currently developing the priorities, against which, the assets will be assessed and are in consultation with tenants to establish their priorities and preferences in terms of what makes one property more desirable than another.

The information will be used to tailor an asset options tool, which will enable the Council to establish those properties that have the highest Net Present Value and also those which have a range of other factors that make them desirable and fit for purpose.

### **5.3.2 Stock profile and Condition**

The large majority of the Council's housing stock was developed by the Commission for New Towns and consists of purpose built houses and bungalows constructed with a traditional brick cavity under pitched roofs covered with tiles or slates. The housing estates were built throughout the 1950's, 60's and 70's with a smaller number constructed in the 1980's. Until the development programme was commenced last year there had been no development of social housing by the Borough since 1981 and any provision since then has been through partnership working with local Housing Associations.

The Council's total housing stock has decreased steadily over the years, largely as a result of tenants exercising their Right to Buy (RTB). Since the introduction of the RTB, about 58% of the housing stock has been sold. The rate of stock losses through RTB had reduced in response to the economic downturn and level of cap on the discounts applied. In the past two years the recent changes to the RTB scheme offering larger discounts; combined with the help to buy scheme has increased the uptake and required investment in replacing units on a one for one basis. In 2014/15 104 homes have been purchased through right to buy.

The Council are continuing to construct new homes throughout Dacorum and in addition to the 70 completed a further 36 units are new homes due to be released by March 2016.

The Council are constantly looking for ways to invest and improve our existing stock and recently a number of large scale refurbishment projects have been delivered including the Estate Improvement project at Summer Court, involving the installation of a biomass boiler and external wall insulation and the Seaton Road Project, which was nominated for a National Housing Maintenance Forum award.

The Council are currently delivering a combined refurbishment project and roof top development on a block of flats in Longlands, Hemel Hempstead. The project will create 6 new homes on the roof and the block is being refurbished to include new windows, balconies, external wall insulation and estate improvements. This approach is beneficial for the existing residents by improving the thermal performance of the building, improved aesthetics, increasing parking provision and new windows, whilst providing new homes on roof that was nearing the end of its life.

The Council has 29 Cat 2 sheltered housing schemes, which present slightly differing maintenance liabilities due the communal facilities and mechanical and electrical installations, including lifts and fire alarm

Although the majority of the stock is traditionally constructed, just over 10% of the Council's stock is of non-traditional construction, which is illustrated by type in the table below.

Traditional built homes are brick and block construction, with either a cavity between the brickwork or solid brick walls

Type of Construction	No. of Properties (2010)
B.I.S.F (British Iron & Steel Federation)	95
Wimpey No Fines	665
Quickbuild	203
Lovell Timber Frame	79
Drury System 3	6
Surebuilt	11
Guildway	16
Steel Framed	14
<b>Total (Approx.)</b>	<b>1089</b>

### 5.3.3 Current Condition

The 60% of properties that were surveyed by Savills has provided stock condition data that is Stored in the asset management database, Pimss. Additionally the Council is able to continually refine its baseline condition data by updating Pimss with completed works programmes and for gas servicing and other cyclical maintenance contracts. The level of data collected has improved with the Total Asset Management Contract, as whole house surveys are undertaken during routine site inspections and when the properties are void, which is used to supplement the existing information.

Overall the stock is considered to be in good condition, although it is acknowledged the move from a 5 to 8 year redecoration cycle and the historic under-investment in the replacement of boilers will require careful management to ensure these elements are brought in-line with anticipated component renewal lifespans. The gas servicing and installations have been combined into a single contract and the level of investment in boiler renewals increased. The Service Provider, Sun Realm, is responsible for determining which boilers are identified for renewal and this approach has resulted in a reduction in the number of boilers that breakdown and are beyond repair (CAT 1).

Due to the nature of the new town development, there will be components that fail on whole estates, which will require careful planning of the programmes, so as not to create a strain on the budget in any given year.

### **5.3.4 Challenges**

#### **Changes to Decent Homes or the Quality of Accommodation Standard**

The government's target was for all social homes to meet the Decent Homes Standard by December 2010. The Council was able to ensure that its stock met the standard by this date, except for those properties where tenants declined to have works undertaken. Whilst this places Dacorum in a strong position compared with many social landlords, ongoing changes to the existing standard, and the potential for a more rigorous standard, or statutory changes must be considered in the AMS.

The Council, in conjunction with tenants, produced the "Dacorum Standard" as part of the work undertaken, when transfer to a Community Trust Housing Association model was under consideration. This standard exceeds Decent Homes Standard however will be reviewed in line with the findings from the STAR survey and the ongoing input from the tenant and leaseholder committees.

Where stock cannot be brought up to and/or maintained at the desired Standard the Council will need to explore alternative options, such as remodelling, which will be outlined in the AMS.

Within the stock condition survey, there is an allowance for major contingent items which could fail and these include non-traditional constructed properties and an allowance for other major structural failures. Following the failure of a walkway in Blackpool and a single balcony in Bournemouth the balconies and walkways in the Borough, which were constructed using a similar cantilevered cast in-situ concrete have all been surveyed. The results of these surveys confirmed that work was required to the majority of these structures, which will require permanent supports. The project to install these supports commenced in the financial year 2015-16 and is scheduled to complete in the first quarter of 2016-17.

#### **The Climate Change Agenda**

The Government has removed the codes for sustainable development but there is still a focus upon developing new homes to be more energy efficient and for the heating costs for properties that are on communal heating systems to be individually billed.

. There are also increasingly rigorous approaches to securing much higher standards of thermal insulation and reduced energy usage for existing housing stock through retrofitting schemes.

The Council is committed to improving the energy efficiency of its housing stock. We tackle Fuel Poverty and try to ensure tenants can afford to stay warm at home. We have achieved this through the installation of energy efficient measures such as new windows, boilers, doors and insulation. Cavity wall and loft insulation has been installed throughout the Borough and we will continue to do this as well as introducing External Wall Insulation for properties of solid wall construction.

The government has committed to producing 15% of the UK's energy demand from renewable sources by 2020. We have installed Air Source Heat Pump heating systems in off-gas properties, which has proved to

be a better alternative to the previous electric heating and also reduced tenants' fuel bills. Off gas areas will benefit most from these systems and we will look to install an element of renewable heating where viable. A district biomass heating system and Solar Panels were installed as part of the Summer Court Refurbishment project and these measures combined with the external wall insulation that was applied to the blocks have resulted in fuel savings for our tenants. To help fund these forms of heating we receive the Renewable Heat Incentive; the world's first long-term financial support programme for renewable heat.

When re-roofing properties consideration will be given to Solar PV and where the property is suitable we may look to install this renewable technology. The tenants will benefit from 'free' electricity during daylight hours and the Council will generate income through the Feed in Tariff. All renewable heating reduces our reliance on fossil fuels and cuts our carbon emissions.

The AMS will need to ensure that the Council is able to meet its obligations in respect of Government targets imposed under the Climate Change agenda.

### **Asbestos Management**

The increasingly onerous requirements in the management of asbestos, to comply with the Control of Asbestos Regulations 2012 came into force 6<sup>th</sup> April 2012; this will have significant cost implications for the Council in the ongoing delivery of planned programmes of work. To address and proactively manage the asbestos throughout the housing stock, the Council is establishing extensive information and records regarding the location and condition of asbestos within properties.

Asbestos surveys have been completed to all of our communal areas and management surveys completed to the communal areas in 2013. We are also carrying out Refurbishment and Demolition (R&D) surveys in all voids where disruption to tenants can be avoided. R&D surveys are also carried out in all properties where major capital investment works are imminent. This provides the most effective process to give maximum protection to tenants, contractors and workforce personnel employed in Council properties. The asbestos information is collated onto the housing asset management database, PIMSS and the TAM contractor will have access to this information, improving the way we manage this area of the service. By April 2015, all workers/self employed doing notifiable non-licensed work with asbestos must be under health surveillance by a Doctor. Further consideration is being considered as to the costs associated with this new obligation and how this may impact upon the future programmes of work.

There is a raft of legislation governing the asset management responsibilities for a social landlord, which require investment and will be included in the AMS.

### **Statutory Health and Safety Requirements:**

#### **Fire Risk Assessments/Fire Safety work**

Following the introduction of the Regulatory Reform Fire Safety Order in 2005, the findings from the, Lakanal House fire and specific advice from a fire safety consultant, intrusive type 4 FRA's will be carried out to determine the extent of compartmentation. Results indicate there is a great deal of work to be done to re-instate fire breaks and compartmentation in the sheltered schemes and blocks of flats, as it has either not been in place from build or has been compromised in various ways over time. . It is planned to extend this to all flats and is likely to require an ongoing programme of investment to ensure where compromised

the compartmentation between dwellings is reinstated with appropriate intumescent or fire resistant materials.

The front doors to leasehold properties has also been identified as another area where fire spread could occur due to leaseholders changing doors for non fire resisting ones, which would not provide adequate protection. Best practice and knowledge sharing from other councils shows that, whilst the doors are the leaseholder's responsibility, many are now funding these projects to incentivise especially non resident leaseholders to ensure the doors are compliant.

Feasibility studies are currently underway for carrying out a Sprinkler retrofit project at a Supported Housing scheme and Temporary Accommodation. Following the changes to the law in Scotland and Wales, Sprinkler retro fit projects are becoming increasingly common. Once the costs have been confirmed a decision can be made as to whether this pro-active fire suppression method is considered to provide sufficient benefit to roll out across the higher risk properties within the housing stock.

### **Legionella**

The main guidance for the control of Legionella bacteria in water systems was renewed in November 2013, the specific system controls have been broken into 3 parts with draft guidance for part 2 for the control of hot and cold water indicating there will be extra duties placed upon the council. The draft guidance makes it clear that landlords will be responsible for carrying out risk assessments on the water systems of domestic properties. This will mean that "It may be impractical to risk assess every individual residential unit, for example where there are a significant number of units under the control of the landlord, such as Housing Associations or Councils. In such cases, a representative proportion of the premises for which they have responsibility should initially be assessed, with the entire estate eventually assessed on a rolling programme of work." In addition the previous ACOP stated that Legionella risk assessments should be reviewed at least every 2 years. L8 now says that the assessment should be reviewed "periodically" or at appropriate intervals if it is considered to be no longer valid. Again this requirement is more onerous than the current position and will require review and revisions to our approach with regards to frequency and coverage of assessment.

### **Gas safety**

Hard wired smoke detectors and carbon monoxide detectors are being installed and tested at every landlords gas safety check. Priority is being given to replacing open flued and back boilers. Generally the results of the independent audit are coming back as "good". Some other councils/Housing Associations have processes in place to make sure tenants/leaseholders in properties where the gas supply is capped off are not reconnected by the gas supplier without their express permission. The Council included provision within the new gas servicing contract for Sun Realm to undertake servicing to leaseholders boilers should they wish to be included in the annual servicing element of the contract. To date has not had any uptake from leaseholders, but is available and can be promoted to improve the potential for more leaseholders to join the scheme.

### **5.3.5 Priorities and delivery**

As part of Dacorum's proactive AMS, it will be desirable to increase the percentage of spend on Planned Capital investment to that which is spent on responsive repairs. In 2014-15 the percentage of planned work was 70% planned and 30% responsive. A similar level of investment is programmed for 2015-16 In the second year of the TAM contract there has been a slight reduction in the number of responsive repairs undertaken and as more data is available to Osborne they will be able to assist in developing future

investment programmes designed to target investment in a drive to further reduce responsive repairs throughout the life of the contract.

The AMS will incorporate the 30 Year Investment Programme, which has been used to model the level of investment required to achieve and maintain the stock to the Dacorum Standard. The Investment programme prioritises and programmes all capital improvement projects. The aim is to review all relevant evidence to make objective, informed decisions about programmed repair, investment, re-provision and disposal activities.

The programme sets out a 30 year profile of annual expenditure in the following principal Works categories:

- Planned Maintenance works to the external envelope of properties, e.g. roof renewals, upgrade walls with external wall insulation, windows, doors etc.
- Improving Dacorum Borough Council properties through internal modernisation programmes to bring homes up to and maintain them at the Dacorum Standard, e.g. kitchen & bathroom replacements, condensing boiler installations, ceilings, redecoration of communal areas.
- Better Use of Stock e.g. conversion of bedsits to one bedroom, self-contained accommodation, rooftop developments and redevelopment.
- Asbestos Management and removal of asbestos containing material that is either damaged or is likely to be disturbed or damaged.
- Affordable Warmth installation and replacement of central heating systems and boilers Insulation/ventilation improved thermal insulation and ventilation systems
- Electrical works rewires and upgrading of fire alarm systems
- Sheltered Housing upgrades/renewals to mechanical and electrical service installations such as lifts & boilers
- Disabled Adaptations that enable tenants to continue living in their home
- Estate improvements to enhance the environment, by improved lighting and security measures.

In total, the Council expects to spend over £30M in the year 2015/16 on repairing, maintaining and improving its stock.

### **5.3.6 Performance Management & Measurement**

It is essential to compare all projects in terms of the projected outcomes and performance to ensure that the Council achieves value for money and maximises any return on Investment. The AMS will incorporate this approach which will enable the Council to track all completed and planned investment works in a co-ordinated manner, irrespective of cost or scale of works. In this way we can ensure that investment is spread across the Borough on a defensible basis rather than being subject to pressures from other third parties.

### **5.3.8 Tenant Priorities**

In 2009, as part of a Stock Options Appraisal process, tenants were consulted on their priorities and following this exercise the Council developed the 'Dacorum Standard'. The Dacorum Standard is higher than the Decent Homes Standard and is aligned with the priorities identified in the stock condition survey. To ensure this is still in line with tenant priorities, the Self Financing Sub-Group approved this in 2012.

#### **5.4 Government Policy**

It is expected that over the life of the Business Plan it is not only local and internal factors that will impact on both deliverability and viability. There will inevitably be changes in Government direction and priorities that will require consideration and in some cases review of the Business Plan.

Following recent announcements by the Government there are a number of such policies that need consideration by the Council.

#### **Social Rent Policy**

The proposal is that all social rents will be reduced by 1% each year for a period of 4 years starting April 2016. Due to the fact that current policy allows for an increase in social rents of CPI plus 1% each year, the change will have a significant impact on all social landlords.

In Dacorum the impact is approximately £33million over the 4 years with an overall impact of over £700M over the 30 year duration of the Business Plan.

#### **'Pay to Stay'**

This policy is due to come into effect in April 2017. It is proposed that tenants earning over £30,000 out of London and £40,000 in London would be expected to pay between 80% and 100% of market rent with the excess being paid to the Government not the Local Authority. This policy is currently subject to Consultation to which the Council will respond but there is likely to be an impact on both administration costs and levels of Right to Buy.

#### **Sale of High Value Council Homes**

There are various drivers behind this policy, the main ones being:

- To ensure that councils "manage their stock more efficiently".
- To generate receipts to fund the discounts payable to housing association tenants when the Right to Buy is extended.

This will not be a local system. Receipts will be collected centrally and then flow out again.

There are two options currently under consideration:

- Actual sale of high value homes or
- A formula approach.

A formula approach would effectively be a tax on voids anticipated throughout the year. An amount would be calculated and paid annually to government based upon a formula that included property values, number of bedrooms, churn rate etc.

The detail of all three policies is expected within the October 2015 Housing Bill, followed by any secondary legislation required.



The challenge for the Council is to try and mitigate for the impact of any changes whilst continuing to deliver on its priorities.

### **5.5 New Build Strategy**

As part of the Council's priority to increase the supply of affordable housing, and in the long term interests of the HRA Business Plan, a self funded new build programme has been committed to.

There are several different ways to develop new housing, some schemes may be purely land led, with some schemes bought "ready & off the shelf" from developers, with planning permission, which are ready to be built; some schemes can also be bought once fully built. Each approach has its own individual benefits and the way to deliver new homes varies scheme by scheme both financially and by deliverability.

The Council completed the first three sites in the New Build Programme in June 2015. These sites included Farm Place (26 social rented units) and St Peters Court (9 social rented units).

The second phase of development is underway. The Council is currently on-site at Aspen Court, London Road; the scheme will deliver 36 social rented units. The Council has received planning permission to deliver 5 units at Queen Street, Tring and 14 units at Able House, Hemel Hempstead. Construction works will start on these sites shortly. The Council own four further sites that are in the early planning and design stages and are estimate to deliver 187 new homes for market sale, shared ownership and social rent.

The Council committed significant funding to deliver this new build programme, the first for over 30 years in the Borough. The sites secured in the New Build programme with see a total of 324 new homes delivered by 2020.

Decisions regarding the delivery of future phases will again be led by deliverability together with best value for money. There are industry standards around land values and build costs which can be used to identify if new housing schemes are best value for money. Viability of schemes is crucial in the current economic climate also; however deliverability and best value for money will always be the main two key priorities.

The Council has seen a gradual increase in costs associated with development over the past two years. This has been mainly due to materials and labour costs. New assumptions regarding costs have been used when profiling costs of schemes in the Business Plan.

Two sites acquired by the Council for development of new Council homes are considered suitable for a mix of tenures and also offer an opportunity to inject resources back into the Business Plan from both private sale and shared ownership. The cost associated with this and income likely to be generated has again been assumed within the Business Plan.

The Council publishes its first Development Strategy, 'Building for the Future' in 2013. ([link](#))

The table below shows the future schemes in the New Build Programme and the predicted timescales to deliver these schemes.

<b>Scheme</b>	<b>Scheme details</b>	<b>Start date</b>	<b>Practical completion date</b>
Aspen Court, Apsley	36 social rented units.	January 2015	April 2016
Queen Street, Tring	5 social rented units.	October 2015	July 2016
Longlands Hemel Hempstead	6 social rented (roof top development on existing block)	November 14	December 15
Able House, Old Town Hemel Hempstead	14 social rented units.	March 2016	March 2017
Wood House – Hemel Hempstead	75 units consisting of 41 social rented and 34 shared ownership units.	October 2016	March 2018
Stationers Place, Apsley	31 social rented units.	September 2016	October 2017
Martindale school, Hemel Hempstead	Around 70 units consisting of 35 social rented and 35 market sale units.	July 2018	December 2019
Swing Gate Lane, Berkhamsted	11 social rented units.	May 2016	April 2017

The current assumption is that the development of Council homes would cease after 2019/20 to due financial restrictions. This situation will be subject to annual review.

## **5.6 Financial & Treasury Management Strategy**

### **5.6.1 The Model**

The 'HRA Business Plan and Self Finance Model' (the Model) includes all the income and expenditure, for both revenue and capital, associated with the HRA for a period of thirty years, starting in financial year 2015/16. The income and expenditure includes all future projects for which the timing and approximate costs are known. For those factors which influence future income and expenditure but cannot be known in advance, e.g. inflation or rent reviews, a series of assumptions have been made to enable future projections. See appendix a.

The Model should be seen as a live document, with the flexibility to be constantly updated as new information becomes available. This means that, at any given moment, the Council has access to the clearest picture possible of the HRA financial position over the next thirty years. This same flexibility can be used to model a range of possible outcomes of particular decisions, which, when combined with qualitative

information, will provide Members with a more robust basis for decision-making than has previously been available.

### 5.6.2 Core financial principles

There are several core financial assumptions and principles that materially influence the Model. These are detailed below. (There are a range of other assumptions within the model, which are outlined in Appendix a.)

- Rental income

In July 2015, the Government announced a new four year national rent reduction policy, to be applied from 2016/17.

Current Dacorum rent policy is to uplift rental income annually by 'RPI + 0.5%', with an additional £2 convergence factor, for tenants who are paying below Target Rent for their property. Those at target rent are uplifted by CPI + 1%.

The Government announcement means all tenants, whether at target rent or not, will receive a 1% reduction to rents each year for four years.

- Interest charges

The HRA pays interest on its loans taken to fund the Self Financing transaction on 28 March 2012. More detail on the composition and management of these loans can be seen in the Treasury section, below.

- Depreciation

The depreciation charge for dwellings in the Model, has been calculated as a factor of dwelling valuation and remaining useful life. The depreciation charge is used to finance planned capital expenditure.

- Revenue Contribution to Capital (RCCO)

This annual charge comprises two elements: 1) financing the annual shortfall between planned capital expenditure and depreciation, 2) repayment of loans maturing in that year.

- Minimum Revenue Balance

The HRA is set to maintain a minimum balance of 5% of turnover.

### **5.6.3 Reserves**

The final HRA balance at the end of 2014/15 was £2.846m.

The HRA also held reserves of £24.764m for capital improvements to existing stock, and for the new build programme. These reserves will be depleted within the first seven years of the business plan.

An additional reserve of £1m has been set aside to allow for any additional risks associated with further changes to Government Policy, or for the impact of future decisions taken at the Council.

### **5.6.4 Treasury**

The HRA booked loans, in order to fund the Self Financing payment made to DCLG, totalling £354m. £347m of loans were taken from the Public Works Loan Board (PWLB), with the remaining £7m borrowed from the General Fund (GF).

The loan portfolio comprised of 30 maturity loans, with one maturing each financial year until the final payment, in 2041/42. The five loans with the shortest maturity dates were from the GF, incurring interest charges at the same rate as maturity loans would, for the same period from the PWLB. This is effectively an arm's length transaction in compliance with the principles of the HRA ring fence.

Following the second year of Self-Financing, the HRA has repaid the first three of its maturity loans, to the GF, of £2.6m. A total loan balance of £351.4m remains, across 28 outstanding maturity loans.

The HRA retains the flexibility to repay these loans earlier than their maturity date (for which a penalty may be payable), or to refinance in order to fund future priorities.

Due to the impact of the Governments rent reduction policy, additional borrowing of £9.8m will be taken out over the first five years of the business plan to ensure the completion of the new build programme.

## **5.7 Community Development**

Earlier in section 5.1 the Council's approach to governance of the HRA BP and the role in which tenants and leaseholders have in this was explained. Community Development however goes much further than just 'involving' people. Successful Community Development is positive action that helps people develop the ability to organise themselves in response to issues or opportunities that they face.

There is an opportunity in Dacorum for the effective use & management of assets to assist in the development of the community. The Housing service will work closely with the other departments of the Council to integrate this asset based approach to community development into the overall strategy. There are various methods by which this will be achieved;

- Opportunities for people to learn and develop their own skills
- Reaching out and involving those who may be excluded or disadvantaged
- Helping community groups tackle their challenges themselves

- Promote engagement and dialogue between communities and agencies which affect their lives

The value of the Council's assets cannot be underestimated in terms of ensuring successful community development is achieved which underpins many of the investment and financial decisions arrived at within the Business Plan.

In 2013, working with the Chartered Institute of Housing, the Council developed a pilot scheme, taking a holistic approach to its service in partnership with all areas of the Council to see if a great impact and involvement of the community could be achieved. Due to the appetite of a particular group of residents in a specific area this has developed into an environmental and energy efficiency led re-furbishment project which could prove to be the template of how we carry out planned communal works going forward. The scheme was completed in July 2015 and as well as dramatically improved appearance and communal areas tenants and leaseholders are benefiting from lower energy bills and warmer homes.

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## 6. Appendices

### Appendix a - Assumptions

The HRA Business Plan currently incorporates the following assumptions:

Item	Assumptions
HRA Working Balance	Minimum 5% of turnover.
MRR Balance	Depreciation ring fenced to MRR. The preferred option does not show an increasing MRR balance because in all years planned capex exceeds depreciation, with HRA contributions to capital topping up the shortfall.
Rent	The Business Plan assumes an annual reduction to rents of 1% for four years. After this, the plan assumes uplift on rents of CPI + 1% to all rents.
RPI	3%, as per average historic RPI (since 2001).
CPI	2.3%, as per average historic CPI (since 2001).
New Build Programme	Years 1-5: 263 homes
New Build Net Present Value	7% discount rate (based on common practice for Housing Association decision modelling).
Bad Debt provision	Increased five-fold in 2015/16 to take account of new restrictions on Housing Benefit rents.
52 week rent per new build unit	£109 p/w based on social rent charged for New Build - 2 bedroom property. This figure is equal to average 2014/15 Target Rent.
General Management costs	Based on current stock, General Maintenance cost is £500 per unit.
Right to Buy	The model reflects the Government's proposed policies within Reinvigorating RTB through: <ul style="list-style-type: none"> <li>1) inclusion of 80 RTB sales in year 2,</li> <li>2) Inclusion of '1-4-1' receipts of £5m for 2015/16 ('1-4-1' receipt is additional RTB receipt income permissible on the premise that it is used for new build and is match-funded).</li> </ul>

## Appendix b - Dacorum Standard

### The Dacorum Standard

	Dacorum Standard
Totals	<b>£690,428,261</b>
Stock Total Used in Stock Condition Survey	<b>10,572</b>
Cost per unit over 30 years	<b>£65,307</b>
<b>Improvements</b>	
Bedsit Remodelling	✓
Provide front external lights	✓
Provide rear/side external lights	✓
Outbuilding WC - No WHB - Decent Homes Failure	✓
Mains Smoke Detector - Install new	✓
Battery Carbon Monoxide Detector - Install new	✓
Central heating - Partial system - Radiator heating	✓
Central heating - Partial system - Storage heating	✓
Install full central heating (excluding boiler)	✓
Install boiler	✓
Loft Insulation - 0 to 49mm	✓
Loft Insulation - 50 to 200mm	✓
Improvements to Flats - Install door entryphone/intercom	✓
Improvements to Flats- Install Fire Alarm	✓
<b>Catch Up/Backlog Repairs</b>	
All Items Included	✓
<b>Future Major Works</b>	
Roofs/Chimneys	✓
Guttering, downpipes and fascias	✓
Windows	All s/g windows replaced in first 5 years
External Doors	All timber front/back doors replaced by Secured by Design Spec (£450-500) over 30 years
Walls/Canopies	✓
Fences, Paths and Boundaries	✓

Outbuildings	✓
Kitchens	£2816 average cost per kitchen
Bathrooms	£1699 average cost per bathroom
Wiring	✓
Plumbing and Heating	✓
Communal Areas	✓
Other	✓
	☐
<b>Environmental Improvements</b>	
All Items	✓
<b>Related Assets</b>	
All related assets	✗
<b>Response and Void Maintenance</b>	
All Items	✓
<b>Cyclical Maintenance</b>	
All Items	✓
<b>Contingent Major Repairs</b>	
All other Items	✓
Asbestos	✓
<b>Exceptional Extensive Works</b>	
Non Traditional Property Repairs	✓
<b>Aids and Adaptations</b>	
All Items	✓



## Appendix c – Risks

The following risks have been identified to the DBC Housing Revenue Account Business Plan

Risk	Issues and proposed mitigation
Right to Buy levels increase greater than the Business Plan assumptions	<p>Impact difficult to assess and mitigate for due to unknown demand. This is subject to close monitoring following changes in legislation during 2012/13 initially, and then further proposed policy changes such as Pay to Stay</p> <p>The Council has signed up to the DCLG's 'One for one replacement' scheme which ensures that the Council retains sufficient receipts from sales above the business plan assumptions to build a replacement home. This however is proving unachievable in the medium term to facilitate due to proportion of receipt and timescales for use.</p>
Welfare Reform	<p>A number of changes have or are being introduced as part of the changes to the benefit system. The Social Sector Size Criteria (Bedroom Tax), Benefit Cap and Universal Credit have the potential to impact the ability of the Council's tenants to pay their rent. The Housing Service and its partners are taking measures to mitigate the impact such as additional resources advising tenants, a new Policy which helps tenants move to a smaller home and a revised Allocations Policy.</p>
Government revisits the settlement	<p>The Business Plan commits available resources throughout the 30 year period which could influence any impact on the Council of any Government Intervention favourably.</p>
Rent Policy	<p>The proposed Government Rent Policy of reducing rents by 1% a year for a period of four years is reflected within the Business Plan. What is not known is the detail of any further changes after this period.</p>
Sale of High Value Council Homes	<p>This policy has not yet been fully announced so the financial impact is not known. The most likely result is the sale of stock through some mechanism and the ongoing rental income not being available.</p>

Appendix d – Housing Revenue Account 2015/16 – 2019/20 & 28/30 year totals

Year £'000	2015.16 1	2016.17 2	2017.18 3	2018.19 4	2019.20 5	2044.45 30
<b>INCOME:</b>						
Dwelling Rents	56,410	55,785	54,998	54,686	54,381	113,278
Void Losses	(562)	(837)	(825)	(820)	(816)	(1,699)
Service Charges	780	803	828	852	878	1,838
Non-Dwelling Rents	80	82	85	87	90	189
Contributions to Expenditure	555	571	588	606	624	1,307
<b>Total Income</b>	<b>57,262</b>	<b>56,405</b>	<b>55,674</b>	<b>55,411</b>	<b>55,157</b>	<b>114,912</b>
<b>EXPENDITURE:</b>						
Supervision & Management	(11,598)	(12,031)	(12,406)	(13,096)	(13,356)	(28,013)
Special Management	0	0	0	0	0	0
Rents, Rates & Taxes	(14)	(14)	(15)	(15)	(16)	(33)
Rent Rebates	0	0	0	0	0	0
Bad Debt Provision	(217)	(1,116)	(1,100)	(1,093)	(1,087)	(2,265)
Responsive & Cyclical Repairs	(10,262)	(10,653)	(10,676)	(11,039)	(11,374)	(23,475)
<b>Total Revenue Expenditure</b>	<b>(22,090)</b>	<b>(23,814)</b>	<b>(24,196)</b>	<b>(25,244)</b>	<b>(25,833)</b>	<b>(53,786)</b>
<b>OTHER:</b>						
Interest Paid	(11,658)	(11,643)	(11,663)	(11,839)	(11,938)	(391)
Finance Administration	0	0	0	0	0	0
Interest and Investment Income	142	240	317	339	359	425
Depreciation	(9,224)	(9,506)	(9,755)	(10,138)	(10,452)	(20,696)
<b>Net Operating Income</b>	<b>14,432</b>	<b>11,682</b>	<b>10,376</b>	<b>8,529</b>	<b>7,292</b>	<b>40,464</b>
<b>APPROPRIATIONS:</b>						
FRS 17 /Other HRA Reserve Adj	0	(11,000)	3,500	750	6,595	0
Revenue Contribution to Capital	(14,729)	0	(14,363)	(9,312)	(13,934)	(31,784)
<b>Total Appropriations</b>	<b>(14,729)</b>	<b>(11,000)</b>	<b>(10,863)</b>	<b>(8,562)</b>	<b>(7,339)</b>	<b>(31,784)</b>
<b>ANNUAL CASHFLOW</b>	<b>(297)</b>	<b>682</b>	<b>(487)</b>	<b>(33)</b>	<b>(48)</b>	<b>8,680</b>
Opening Balance	2,846	2,549	3,231	2,745	2,712	10,331
<b>Closing Balance</b>	<b>2,549</b>	<b>3,231</b>	<b>2,745</b>	<b>2,712</b>	<b>2,665</b>	<b>19,011</b>
<b>Capital Reserves</b>	<b>23,667</b>	<b>20,656</b>	<b>14,295</b>	<b>13,545</b>	<b>6,950</b>	<b>1,000</b>

The above extract from the Business Plan Model shows the next 5 years of the HRA revenue projections, together with Year 30. It should be noted that these figures are forecasts based on current best estimates, and are subject to change as time progresses and more information becomes available.

## Appendix e – Capital Expenditure 2015/16 – 2019/20 & 30 year totals

£'000	1	2	3	4	5	30
<b>EXPENDITURE:</b>						
Planned Variable Expenditure	(10,596)	(9,045)	(8,517)	(8,954)	(8,321)	(9,069)
Planned Fixed Expenditure	(10,596)	(9,289)	(10,006)	(10,723)	(8,987)	(42,180)
Disabled Adaptations	0	0	0	0	(1,015)	(2,126)
New Build Expenditure	(10,176)	(10,143)	(11,505)	(6,527)	(5,258)	0
<b>Total Capital Expenditure</b>	<b>(31,368)</b>	<b>(28,477)</b>	<b>(30,027)</b>	<b>(26,204)</b>	<b>(23,580)</b>	<b>(53,375)</b>
<b>FUNDING:</b>						
Major Repairs Reserve	8,442	20,307	12,049	8,069	6,867	20,696
Right to Buy Receipts	7,947	8,170	635	(3,197)	(3,633)	894
HRA CFR Borrowing	0	0	2,981	6,283	503	0
Other Receipts/Grants	250	0	0	5,737	5,909	0
Revenue Contributions	14,729	0	14,363	9,312	13,934	31,784
<b>Total Capital Funding</b>	<b>31,368</b>	<b>28,477</b>	<b>30,027</b>	<b>26,204</b>	<b>23,580</b>	<b>53,375</b>

The above extract from the Business Plan Model shows the next 5 years of the HRA capital projections, together with, for the benefit of comparison the projections for Year 30. It should be noted that these figures are forecasts based on current best estimates, and are subject to change as time progresses and more information becomes available.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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## AGENDA ITEM: 10

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>PART:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>YOUNG PERSONS' HOUSING STRATEGY 2016 - 2020</b>
Contact:	Cllr Margaret Griffiths – Portfolio Holder for Housing  Julia Hedger – Strategic Housing Group Manager  Isabel Connolly – Policy and Participation Team Leader
Purpose of report:	To seek Cabinet approval for the new Young Persons' Housing Strategy 2016 - 2020 (Appendix 1) prior to commencing a formal six week consultation period and to agree appropriate delegations to approve the strategy following consultation.
Recommendations	<ol style="list-style-type: none"> <li>1. That Cabinet approve the new Young Persons' Housing Strategy 2016 - 2020 as set out in Appendix 1 for a six week consultation period.</li> <li>2. That approval of the Young Persons' Housing Strategy 2016 – 2020 following consultation be delegated to the Assistant Director (Housing) in consultation with the Portfolio Holder for Housing.</li> </ol>
Corporate objectives:	Affordable Housing
Implications:	<p><u>Financial</u></p> <p>There are no financial commitments made in the strategy, and the majority of the strategy relates to focusing, targeting, and maximising benefits from existing resources.</p> <p>The strategy commits to exploring options to use some of its Housing Revenue Account (HRA) assets in different ways.</p>

	<p>These could have some financial implications in order to be achieved and therefore the strategy recognises that an options appraisal with financial information would be required before proceeding.</p> <p>Customer profiling commitments in the strategy feed into a larger piece of work in the housing service plan for 2016/17 that has already been budgeted for.</p> <p><u>Value for Money</u></p> <ul style="list-style-type: none"> <li>• Direct costs to the Council</li> </ul> <p>This strategy sets out evidence that younger age groups are currently presenting a direct cost to the Council due to:</p> <ul style="list-style-type: none"> <li>- The likelihood of experiencing housing need or homelessness; and</li> <li>- Difficulties sustaining council tenancies and likelihood of having rent arrears.</li> </ul> <p>Reorganising / refocusing some of the housing service's resources to target factors associated with these costs would produce a savings benefit to the Council in terms of improved income collection rates and reduced homelessness.</p> <p>This sits within a wider context of trying to use evidence to focus resources on preventable causes of costs, as part of a move to make the housing service more proactive, flexible, and sophisticated.</p> <ul style="list-style-type: none"> <li>• <u>Wider economic costs</u></li> </ul> <p>The Council recognises the importance of its young people to its future economic success.</p> <p>The current housing market in Dacorum presents specific challenges to younger people at the start of their adult lives and careers. Young individuals and families in unsuitable housing, or without suitable support to maintain a tenancy successfully, may experience high levels of anxiety in relation to their housing and financial situation, which may have knock on effects on many areas of life, including employment prospects, children's wellbeing, and household health. These effects have costs for the wider economic performance of Dacorum.</p> <p>Value for money savings can therefore be achieved through recognition of the needs of this group and focusing resources effectively.</p>
Risk Implications	<p>There are both direct cost and wider economic risks to the Council if it does not respond to the evidence about younger people and their capacity to resolve their housing need and sustain tenancies within Dacorum.</p>

	<p>There is a financial risk to ‘doing-nothing’ and this strategy identifies how the Council can make use of its resources to invest-to-save.</p>
<p>Equalities Implications</p>	<p>This strategy has been developed to address the disproportionate level of younger people in the borough who are:</p> <ul style="list-style-type: none"> <li>• experiencing homelessness</li> <li>• struggling to resolve their own housing need</li> <li>• struggling to sustain their tenancy</li> </ul>
<p>Health And Safety Implications</p>	<p>If any new uses of housing assets are considered in order to meet this strategy’s commitments, then the health and safety of buildings and their geographical position will need to be assessed.</p>
<p>Monitoring Officer</p> <p>S.151 Officer</p>	<p><b>Deputy Monitoring Officer:</b></p> <p>Comments have been incorporated with the report.</p> <p><b>Deputy S151 Officer:</b></p> <p>There are no direct financial implications of this report.</p>
<p>Consultees:</p>	<p>Cllr Margaret Griffiths – Portfolio Holder for Housing</p> <p>Mark Gaynor – Corporate Director Housing and Regeneration</p> <p>Elliott Brooks – Assistant Director Housing</p> <p>Andy Vincent – Group Manager for Tenants and Leaseholders</p> <p>Natasha Brathwaite – Group Manager for Strategic Housing</p> <p>Strategic partners at the Council’s Homeless Forum</p> <p>The planned six week consultation that this report is proposing would target:</p> <ul style="list-style-type: none"> <li>• All partners of the housing service</li> <li>• Tenants and leaseholders (in partnership with the formal committees)</li> <li>• Housing register applicants</li> </ul>
<p>Background papers:</p>	<p>Housing Strategy 2013 - 2018</p> <p>Homelessness Strategy 2013 – 2018</p> <p>Vulnerable Persons’ Strategy 2014 - 17</p> <p>Older Persons’ Housing Strategy 2014 - 2020</p> <p>Housing Allocations Policy 2015</p> <p>Localism Act 2011</p> <p>The Housing Act 1996 (as amended by the Homelessness Act 2002 and the Localism Act 2011)</p>



Glossary of acronyms and any other abbreviations used in this report:	
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## 1. **Background**

- 1.1 This strategy covers the Council's full housing offer (managing homelessness and providing temporary accommodation, managing the housing register, and the management of tenancies and assets as a landlord).  
[NB: This does not include the Environmental Health role in enforcement of conditions in the private rented sector].
- 1.2 This strategy has been developed at a time when homelessness is rising again in Dacorum, and the Council has to think seriously about how it responds to this rise, both in terms of managing households and managing assets.
- 1.3 The strategy sets out evidence that there are disproportionate levels of younger people in the borough who are:
- experiencing homelessness
  - struggling to resolve their own housing need
  - struggling to sustain their tenancy
- 1.4 Younger people of any generation have challenges specific to that stage in their life: lower incomes from employment (or no income from employment) compared to later on in their careers; young families with child care costs; multiple priorities including care for older parents; little or no savings (or other investments); and less experience of managing household budgets.
- 1.5 Housing need is high in Dacorum, with around a quarter of the borough's 18-24 year olds on the active housing register, and therefore in some form of housing need.
- 1.6 Younger households are struggling to manage in their own home, with around 70% of 18 – 24 year olds in the Council's housing stock found to be in some level of rent arrears. The proportion of an age group in arrears decreases as age increases in a clear correlation.
- 1.7 The Council is investing in new ways of working that will hopefully make some housing management transactions easier and less resource intensive (online forms, digital payments and other transactions, re-designed processes to make cross-team processes more efficient, etc). This presents an opportunity for the housing service to develop itself and adopt a more flexible and proactive form of service delivery.
- 1.8 The Council is facing the prospect of increasing numbers in temporary accommodation, likely to be predominantly younger age groups. Experiences in temporary accommodation are formative in terms of a household's approach to managing a future, more secure home. How we manage and support these families will therefore become increasingly important. People's time in temporary accommodation is an opportunity for the Council to engage with households and help them build skills for the future.

- 1.9 Preventing crises occurring for young individuals and families will produce savings to the Council in terms of direct costs and wider economic benefits. The risks of 'doing nothing' are significant. Dacorum's younger population is important to creating a thriving borough with a vibrant community and low unemployment rate.
- 1.10 This strategy references the corporate vision and objectives 2012 – 2015. The final draft after consultation will be updated to align this strategy to the new corporate plan due to be adopted, which will commence in 2016.

## **2. The objectives**

- 2.1 The strategy objectives have been identified as those necessary to push the housing service forward to better meet the needs of younger people across the borough in terms of suitable housing and sustaining tenancies.
- 2.2 This Young Persons' Housing Strategy commits the Council to meeting four strategic objectives, which are:
  - To be able to respond to a young person's needs and get their housing pathway right
  - To have an approach to tenancy sustainment that reflects challenges specific to young people
  - To have an effective communications plan that engages young people
  - To understand the data and information we have and need in order to make informed decisions about shaping the service to meet the needs of young people
- 2.3 To ensure the Council meets these objectives this strategy will be supported by an action plan that will be developed as part of during the six week consultation.

## **3. Consultation**

- 3.1 The Council is working with its partners to develop this strategy, and will use forums including its Homeless Forum to have detailed discussion.
- 3.2 The Council has a planning session arranged with its tenant and leaseholder formal committees to plan consultation with the tenant and leaseholder population.
- 3.3 The Council will also hold consultation sessions with applicants from its housing register.

## **4. Recommendation**

- 4.1 For Cabinet to approve the new Young Persons' Housing Strategy 2016 - 2020 to enter a formal six week consultation period and to delegate authority

for the Assistant Director (Housing) in consultation with the Portfolio Holder for Housing to approve the final strategy following consultation.



# Young Persons' Housing Strategy

## 2016 - 2020

Author	Isabel Connolly – Policy and Participation Team Leader
Responsible officer	Julia Hedger – Group Manager for Strategic Housing

Date of publication	2015	Date of last version	NA
Version no.	1.1 DRAFT	Date of expiry	2020 (formal review in 2018)
Associated documents			
Housing Strategy 2013-2018; Homelessness Strategy 2013-2018; Housing Allocations Policy; Vulnerable Persons' Strategy.			

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Foreword by Cllr M Griffiths, Portfolio Holder for Housing

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7 Key strategic objectives

Key objective 1	To be able to respond to a young person's needs to achieve a positive housing pathway
Key objective 2	To have an approach to tenancy sustainment that reflects challenges specific to young people
Key objective 3	To have an effective digitalisation and communications plan that engages young people
Key objective 4	To understand the data and information we have and need in order to make informed decisions about shaping the service to meet the needs of young people

## Foreword

I am pleased to introduce this Young Persons' Housing Strategy for Dacorum Borough Council, developed with support and input from partners, tenants and leaseholders, and applicants on its housing register. It provides a strategic plan covering five years, and identifies four key strategic objectives that will drive future action.

Dacorum recognises the role its young people play in contributing to a vibrant community and is proud to boast a low unemployment rate among younger adults. However, we recognise the housing challenges faced by many of our younger population and the resulting negative consequences this can have on the lives of individuals and families choosing to make Dacorum their home.

We hope that this strategy will help us to offer a housing service that better meets the needs of young people and that by changing the way we think about and use our resources today we can have a positive impact on young people's futures.

Cllr M Griffiths  
Portfolio Holder for Housing

## 1. Introduction to the strategy

- 1.1 Dacorum Borough Council (the Council) believes that its young people are part of the key to its continued economic success and growth of inclusive, positive communities. The Council works hard to promote a healthy borough where people can live feeling safe and happy. The need for good, suitable housing is central to people's wellbeing, and the Council recognises that poor housing can lead to numerous negative consequences for individuals and families.
- 1.2 For the purposes of this strategy 'young people' include people from the age of 16 to 25. However, different sections of this strategy will focus on specific age ranges within this, and some data available for analysis will reference broader age groups.
- 1.3 There are many reasons for young people to have a relationship with the Council's housing service:
- As a statutory local housing authority
    - providing a housing advice and homeless prevention service;
    - investigating people's situations as homeless or threatened with homelessness;
    - providing temporary accommodation during periods of homelessness (not responsible for children under 16);
    - managing the local housing register and making allocations of social housing (council and housing association properties);
    - setting move-on agreements with partners who provide services to vulnerable young people and care leavers
  - As a third party link to private sector landlords through a deposit guarantee scheme
    - setting up viewings and sign ups;
    - providing third party mediation and support during a private sector tenancy
  - As the main social landlord in the borough
    - providing a tenancy contract and housing management service;
    - collecting rent and water rates;
    - providing a tenancy sustainment service to those at greater risk of losing their tenancy;
    - carrying out planned and responsive maintenance to properties
- 1.4 As a statutory authority involved in young people's lives at a time when they are vulnerable through the experience of homelessness, the Council must ensure that its services and accommodation are suitable to meet the needs of those it is required to assist. The Council believes that understanding what is suitable should be about both limiting harm to individuals and families, and, where possible, increasing wellbeing and access to positive opportunities.
- 1.5 The Council is committed to a strong partnership with Hertfordshire County Council (HCC) so that children and young people who come under their care are supported appropriately.
- 1.6 The Council is a partner to charities and agencies providing support and accommodation services to some young individuals the Council is not required to assist. Through a strong partnership the Council can support the work and aims of these organisations. A partnership approach is central to this strategy (see section 4.).

- 1.7 As a social landlord the Council has a privileged role in the lives of many young people across the borough, and it is committed to shaping its services in a way that promotes their wellbeing and increases chances of successful tenancies that enable younger tenants to make a positive contribution to their community.

## **2. Strategic context**

- 2.1 the Council's Vision and Corporate Objectives for 2012 – 2015 have shaped the Housing Strategy 2013 – 2018 and Homelessness Strategy 2013 – 2018. Affordable housing has been one of five corporate objectives, recognising the contribution housing makes to the bigger picture of a thriving borough.
- 2.2 The Council's Housing Strategy 2013 – 2018 recognises a need to “develop its data and information base on black and minority ethnic groups, the housing status of young people, and the accommodation solutions for disabled people.” The development of this Young Persons' Housing Strategy starts the Council's journey to better understand the housing status of young people.
- 2.3 The Council's Homelessness Strategy 2013 – 2018 commits to detailed objectives, some of which link directly to this new strategy.

The first objective “To make every contact count in the primary prevention of homelessness” commits the Council to working as part of a ‘joint front door’ initiative with HCC and Herts Young Homeless (HYH) to ensure that 16 and 17 year olds presenting as homeless receive a consistent service regardless of whose ‘front door’ they present.

The second objective “To secure suitable and affordable accommodation for people who are homeless or threatened with homelessness” commits the Council to increasing temporary accommodation options and implementing a new strategy for temporary accommodation.

The third objective “To provide support to prevent repeat homelessness and improve outcomes for people who are homeless or threatened with homelessness” commits the Council to a tenancy sustainment approach that supports people:

- during crisis to mitigate harm and move people to a position where they can achieve some wellbeing; and
- to develop skills that will prevent tenancy failure within the first year for people taking on a tenancy for the first time, or for people who have experienced a period of homelessness or other crisis.

The third objective also commits to adopting a ‘No Second Night Out’ (NSNO) model to preventing rough sleeping. The Council's Elms hostel includes emergency, one night accommodation in the form of an integrated crash pad. This provision will help the Council and its partners ensure that people in the borough do not have to rough sleep. As part of adopting this approach, the Homelessness Strategy recognised the importance of understanding why young people fall into homelessness by establishing the routes to becoming vulnerably housed or rough sleeping.

The fourth objective “To tackle the root causes of homelessness through much earlier intervention and prevention through education” commits the Council to making sure that young people have access to information that is meaningful to them, and which they feel comfortable engaging with. In order to achieve this, the objective commits to developing a communication strategy for young people including social media.



### 3. Local provision

#### 3.1 Council provision

The housing service does not currently have any explicit focus of resources on younger people as part of its service offer. However, many aspects of its service have had to develop to understand the needs of younger people, especially where they make up the majority of the population in question (homeless presentations, temporary accommodation, rent arrears, etc).

The Council has a welfare and support service for people with a homeless application, and tenants in the Council's housing stock can be referred to a tenancy sustainment team if they are presenting with complex needs.

The Council's 'Resident Services' department provide services to all residents within the borough, and have some specifically targeted at children and teenagers (and for some activities up to the age of 25 for care leavers) such as the adventure playgrounds and Dacorum Youth Forum.

#### 3.2 Hertfordshire County Council – 'Families First' and 'Early Help'

The Strategy for Early Help in Hertfordshire states the following:

*The economic argument for Early Help and family focussed approaches is that more effective assessment and a swifter, coordinated response will ultimately lead to a reduction in the numbers of families whose needs have to be met by specialist and high cost services. 'Backing the Future' a report by the New Economics Foundation and Action for Children estimated that for every £1 invested in early help, there is a financial benefit to society of between £7.60 and £9.20.*

The Council is committed to working in partnership with this county-led initiative and developing a way of working alongside county and other partner services that is consistent with a 'whole family' approach, and which also aims to prevent duplication of support.

#### 3.3 Local providers of housing services for young people in Dacorum

##### **Aldwyck Housing Group - Young Persons Service (YPS)**

Aldwyck's YPS provides temporary supported accommodation for young people aged 16-25 years old who are homeless or in housing need for a maximum period of 18 months. YPS have a supported scheme in Berkhamsted (Swan Foyer). This project supports young people to establish an independent lifestyle so that they can sustain a successful tenancy in their own independent accommodation.

Swan Foyer also has a Crashpad bed space for HYH.

Aldwyck provide floating support to 16—25 year olds in Dacorum on behalf of HYH. This service will normally begin when a young person is in temporary or emergency accommodation, although there are times when support workers will help young people who are still living at home, with friends or with extended family. Floating Support workers help young people to understand what it means to live independently and support them achieving this.

##### **Hertfordshire County Council (HCC)**

HCC children's care services have a duty of care to all homeless children under 18 years old.

HCC children's centres provide a range of services that support parents and carers. They work with partners including health visitors, midwives, schools, pre-schools, childcare providers and community groups to provide access to universal early years services

HCC Youth Connexions is a support service for all 13—19 year olds (25 for care leavers). Their focus is on personal development and advice.

#### **Herts Young Homeless (HYH)**

HYH supports young people, 16—24 year olds, in crisis and at risk of homelessness

HYH provide a free, confidential advice service.

A mediation service works with people who are experiencing arguments at home. Mediators offer fair and unbiased support.

A dual diagnosis service is available to support people who are homeless or at risk of homelessness and have mental health and substance misuse problems.

A substance misuse service is available to support users and their carers where an individual is at risk of losing their home as a result of their substance misuse.

HYH have volunteers who offer temporary emergency accommodation in their homes for the sole use of a young person.

HYH deliver a 'Home Truths' education program to young people to prepare them for the realities of leaving home and living independently, and informs them of the options, support and advice available.

#### **Hightown Housing Association**

Hightown have a temporary supported accommodation project for young people aged between 16 - 25 years in Dacorum (George Street). This is available to a variety of young people including those who are homeless, those leaving care or those who are estranged from family or may have difficulty sustaining education, training or employment.

A mother and baby service in Dacorum provides accommodation and support to young women aged 16 - 25 who are either pregnant, or have a child up to 12 months old.

## **4. Partnership approach**

4.1 To be successful this strategy will need collaboration and joint planning with partners. The housing service is committed to making strong partnerships a long-term reality, and putting these central to achieving its strategic objectives.

A partnership strategy is due to be developed in 2016 and this will support these goals and set out a clear picture for how the Council and its partners will work together.

Partners can help to the Council to understand the reasons for local challenges and how to respond to them.

The Council has legal responsibilities in regard to both safeguarding, and preventing and identifying radicalisation. This strategy supports these responsibilities, by giving the housing service a strategic plan to meet the needs of younger people, including those who are vulnerable.

## 5. National report

5.1 St Basil's (2015) national report "Positive Pathways to Adulthood" found that:

- Young people face greater economic disadvantage in the national housing market than any other group. Average incomes are lower as young people continue education and/or start work, they lack experience in finding and sustaining accommodation, and are more likely to experience discrimination by landlords due to age-associated perceptions about risks as prospective tenants.
- More young people are remaining in the parental home for longer, or returning back to the parental home. This increased by 25% between 1996 and 2013.
- There was a 43% rise between 2008/09 to 2012/13 in young people aged 16 – 24 renting in the private sector.
- In some parts of the South East there are very few opportunities for young people on low incomes to access the private rented sector, despite the best efforts of agencies to offer private landlords tenant-finder schemes and additional incentives.
- The Shared Accommodation Rate combined with reductions to the level of housing benefit payable locally is reported by both Crisis and Homeless Link to be having a significant impact on the availability of private rented accommodation, and in particular on the under 25 year old group, who are reported to be being displaced out of the market by the 26-35 year old group.
- Within the overall 16 – 24 cohort are a group of young people who have been identified by housing academics as having 'chaotic' housing pathways, who are in part identified through their experience of homelessness. There is an absence of coherent pro-active housing policy for this group.
- Additional pressure on younger age groups will come from further benefit reductions in real terms and in particular the impending changes to welfare benefits for 18 to 21 year olds – the ending of automatic entitlement to housing benefit and the introduction of a Youth Obligation with stronger and more time limited conditionality than JSA.

## 6. Local picture – population and service data

6.1 Census 2011 age population data for Dacorum is shown below. More than half the population is aged 45 or over. Adults under 25 make up 9.8% of the adult population, all adults under 30 make up 17.5%, and all adults under 44 make up 45%.

Age	Number	Percentage (%)	Percentage of adult population (%)
0 - 15	28864	19.9	
16 - 17	3802	2.6	
18 to 19	3037	2.1	2.7
20 to 24	7919	5.5	7.1
25 to 29	8671	6.0	7.7
30 to 44	30941	21.4	27.6
45 to 59	30356	21.0	27.1
60 to 64	8374	5.8	7.5
65 to 74	11310	7.8	10.1
75 to 84	8198	5.7	7.3
85 to 89	2267	1.6	2.0
90 and over	1108	0.8	1.0
<b>Total 18 - 24</b>	<b>10956</b>	<b>7.6</b>	<b>9.8</b>
<b>Total 18 - 29</b>	<b>19627</b>	<b>13.6</b>	<b>17.5</b>
<b>Total 18 - 44</b>	<b>50568</b>	<b>35</b>	<b>45</b>

Source: [www.ukcensusdata.com](http://www.ukcensusdata.com)

- 6.2 Household projections by household type for Dacorum 2011 – 2021 show that the greatest increase in household type is projected to be lone parents. DWP data from 2015 showed that 41% of children in single parent families live in relative poverty, around twice the risk of relative poverty faced by children in couple families (24%).

Household type	2011	2021	Change	% Change
One person households	18000	19000	1000	5.5%
One family and no others: couple households	28000	29000	1000	3.6%
Couple and one or more other adults	7000	7000	0	0.0%
Lone parent (with or without one or more other adults)	4000	6000	2000	50.0%
Other households	3000	4000	1000	33.3%
All households	60000	65000	5000	8.3%

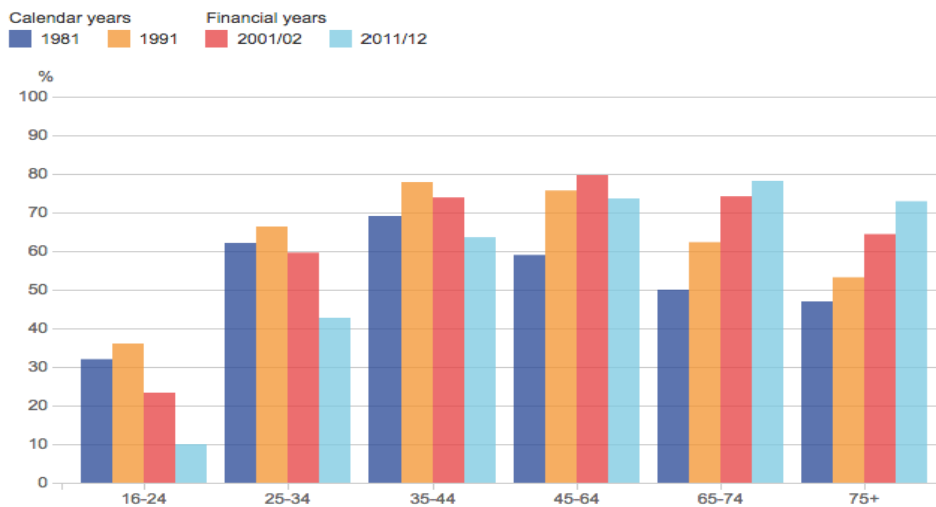
Source: CLG 2011 Sub-national- based household interim projections Table 420 (Crown copyright, released April 2013)

- 6.3 The Council's Annual Monitoring Report in 2014 stated that the average household size between 2011 and 2021 is anticipated to fall for Hertfordshire and England as a whole. This is mostly a result of the increasing number of one person and lone parent households. These are the two groups most disadvantaged by the current housing market.
- 6.4 Average house prices in the Dacorum towns are, for most house types, higher than the averages for Hertfordshire. This makes it difficult for new entrants to the housing market, particularly young people seeking to become homeowners, as shown in the table below.

	Detached	Semi-detached	Terraced	Flats Maisonettes	Average
Berkhamsted	£882,700	£497,000	£456,000	£229,300	£489,400
Hemel Hempstead	£485,400	£323,500	£262,900	£165,200	£277,300
Tring	£541,000	£452,700	£350,300	£275,500	£352,100
Hertfordshire	£531,986	£302,217	£227,495	£165,551	£262,305

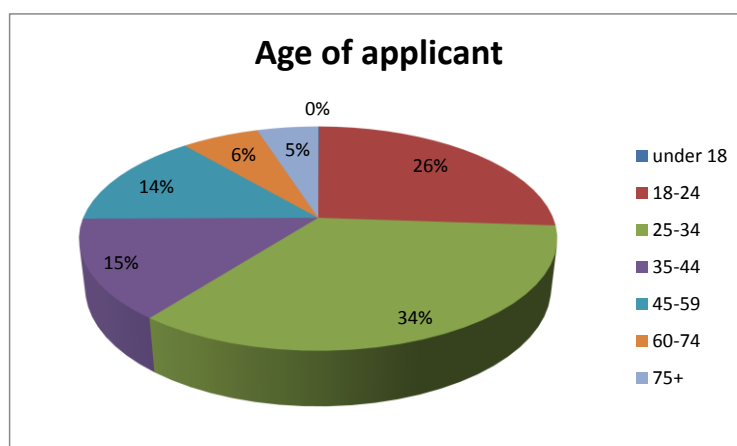
(Sources: Data produced by Land Registry © Crown copyright 2014; and Rightmove, <http://www.rightmove.co.uk/house-prices.html> (October 2014))

The percentage of 16 to 24 year olds who are homeowners in England has gone down significantly since 1991 as shown below.



(Sources: English Housing Survey (EHS) 2012 to 2013, Table FC2101, DCLG ; EHS 2001/02, Table S106, DCLG)

6.5 In November 2014 there was a full review of the Council's housing register and Housing Allocations Policy. The Council's housing register had 4772 active applicants. The housing register broken down into age categories is shown below.

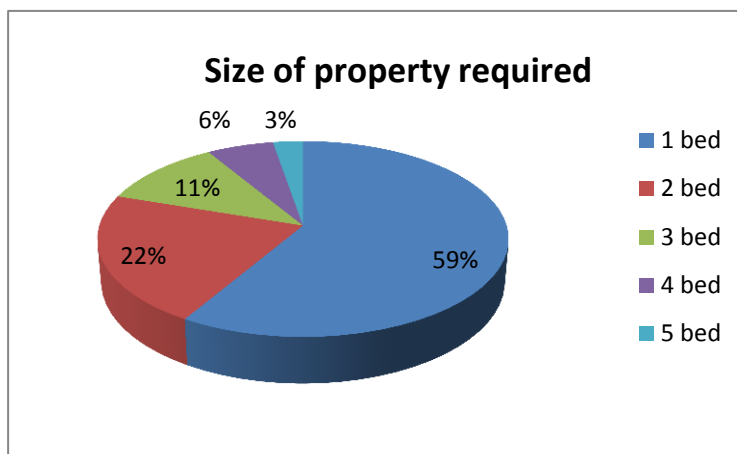


Younger age groups were found to be disproportionately represented on the active housing register when compared to the population data from the 2011 census.

- 2863 (60%) of the housing register were between 18 and 34
- 3579 (75%) of the housing register were between 18 and 44

26% of the 18 – 24 population in the borough (based on Census 2011) were on the active housing register, and therefore in some form of housing need. Around 20% of this group had never placed a bid, although it is not clear why this may be.

59% of the housing register had a one-bed need (see the figure below). Applicants over 60 only made up 11% of this, and therefore over 40% of the register was made up of under 60s seeking one-bed accommodation.



The Council has a much smaller number and turnover of general needs one-bed properties than it does sheltered one-bed properties. From November 2013 to November 2014 196 allocations of one-bed accommodation were made, of which 109 were to sheltered housing.

Although over-60s make up only a relatively small proportion of the housing register (11% of applicants in November 2014), they receive a high proportion of all allocations made (41% of all allocations were made into sheltered housing between November 2013 and November 2014).

6.6 Presentations made to the Council by people who are homeless or threatened with homelessness are dominated by the younger age groups as can be seen by the data from April 2014 – March 2015 below.

Age group	Number of homeless applications	Percentage of homeless applications (%)
Under 25	69	25
25 – 34	84	30
35 – 44	70	25
45 - 54	41	15
55 - 64	12	4
65 and over	3	1
Total	279	
Total 16 – 34	153	55
Total 16 – 44	223	80

The numbers of full statutory homeless duties awarded by the Council to people who are homeless or threatened with homelessness, are correspondingly dominated by the younger age groups, shown by the equivalent available data from April 2014 – March 2015 below.

<b>Age group</b>	<b>Number of full homeless duties awarded</b>	<b>Percentage of full homeless duties awarded (%)</b>
Under 25	64	33
25 – 44	101	53
45 – 59	24	12.5
60 – 64	1	0.5
65 – 74	2	1
75+	0	0
<b>Total</b>	<b>192</b>	
<b>Total 16 – 44</b>	<b>165</b>	<b>86</b>

Homeless households under 25 are the group most likely to be found to be unintentionally homeless (i.e. to have not caused their homelessness) and therefore receive the full homeless duty, as shown below. This could suggest that this youngest age group are the most vulnerable to triggers that result in homelessness that they do not have any control over.

<b>Age group</b>	<b>Percentage of homeless presentations given full homeless duty</b>
Under 25	93
25 – 44	66
45 – 64	47
65 and over	67

6.7 Of those households that received the full homeless duty, the priority need category 'with dependent children' was the most common (77%). Of those 77% the breakdown of numbers of children in the family are shown below. Over half are families with only one child, and it could be speculated that a first child may be a trigger contributing to homelessness.

<b>Household size in terms of numbers of children for those households given a full duty with the priority need category 'with dependent children'</b>	<b>Percentage (%)</b>
1 child	51
2 children	32
3 children	17

6.8 The Council's partners are seeing similar trends in the local homeless population. Since its opening in May 2015, The Elms hostel resident population has been dominated by younger residents. The breakdown of residents to by age from May 2015 to the end August 2015 is shown below.

<b>Age group</b>	<b>Number of residents</b>	<b>Percentage</b>
18-25	28	42
26-40	25	38
41-59	12	18
60+	1	2
<b>Total</b>	<b>66</b>	<b>100</b>

6.9 The proportions of tenants in rent arrears in the Council's tenant population, when contrasted with the whole tenant population, show that the younger age groups are disproportionately represented. In addition, looking at the percentage of each age group in arrears shows that younger age groups are more likely to be in arrears.

Age	Percentage of whole tenant population	Percentage of tenant population in arrears	Percentage of age group in arrears
0 – 25	2.74	4.98	70
26 – 40	19.8	31.21	60.77
41 – 50	17.45	24.36	53.84
51 – 65	27.71	26.44	36.79
66 and over	31.87	13.01	15.74

6.10 Satisfaction data from the Council's STAR survey (age breakdown data shown below from the 2012 survey) shows a consistent picture of much greater dissatisfaction with council services among younger tenants.

**How satisfied or dissatisfied are you with the overall quality of your home?**

Age	Number of general needs tenant responses	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied
25 or under	109	13	28	17	25	17
26 - 39	478	11	49	13	19	9
40 – 54	860	17	52	9	15	7
55 – 74	1091	28	55	6	8	3
57 or over	601	48	46	2	3	1

**Generally, how satisfied or dissatisfied are you with the way Dacorum Borough Council as your housing landlord deals with repairs and maintenance?**

Age	Number of general needs tenant responses	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied
25 or under	109	17	29	20	17	17
26 - 39	478	19	43	13	16	9
40 – 54	860	23	44	10	14	9
55 – 74	1091	36	46	6	8	4
57 or over	601	53	39	2	4	2



How satisfied or dissatisfied are you that Dacorum Borough Council as your housing landlord listens to your views and acts upon them?

Age	Number of general needs tenant responses	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied
25 or under	109	9	28	28	19	16
26 - 39	478	10	34	35	14	7
40 – 54	860	13	37	29	15	6
55 – 74	1091	19	45	24	8	4
57 or over	601	32	48	13	4	2

How satisfied or dissatisfied are you with the way Dacorum Borough Council as your housing landlord deals with the following? - complaints

Age	Number of general needs tenant responses	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied
25 or under	109	14	34	30	12	10
26 - 39	478	12	39	35	8	5
40 – 54	860	17	40	30	9	5
55 – 74	1091	21	46	23	8	3
57 or over	601	33	44	17	4	1

## 7. The objectives

7.1 To drive forward change and improvements this Young Persons' Housing Strategy sets out four key strategic objectives.

### Our key strategic objectives

The Council and its partners will:

- Be able to respond to a young person's needs to achieve a positive housing pathway
- Have an approach to tenancy sustainment that reflects challenges specific to young people
- Have an effective communications plan that engages young people
- Understand the data and information we have and need in order to make informed decisions about shaping the service to meet the needs of young people

## **KEY OBJECTIVE 1**

**To be able to respond to a young person's needs to achieve a positive housing pathway**

**To meet Key Objective 1 this strategy commits to:**

**1) Being an active partner in the Joint Housing Protocol (JHP) for 16 and 17 year olds**

The JHP sets out the terms for multi-agency cooperation when dealing with a 16 or 17 year old who is homeless or threatened with homelessness to ensure the best outcomes for the young person. This is linked to the 'Joint Front Door' approach that the Council has committed to with HCC Targeted Youth Support and Herts Young Homeless. The Council's Homelessness Strategy 2013 – 2018 sets out more detail about this commitment.

**2) Providing more training to officers that will enable the service to better prevent a young person or young family from becoming homeless by working with:**

- **families experiencing disputes (only when the family home is considered a safe place); and**
- **private landlords and young tenant households experiencing tenancy difficulties.**

Being evicted from accommodation and going through the experience of becoming homeless is very stressful, especially for young people who may have limited independent living skills, have very young children, have complex relationships with family and friends, and be in and out of education or work. Time spent in temporary accommodation may be quite long and involve one or more moves. Young people can find themselves isolated from support networks and faced with additional costs of living. Avoiding this scenario in the housing pathway of a young person or young family is a priority for the Council.

The Council's Housing Advice and Options Officers, who carry out homeless investigations, provide the Council's frontline prevention service. By undergoing training on issues specific to young people and families these officers may be able to provide practical support to prevent homelessness and develop a housing pathway that starts from the premise of avoiding crisis by maintaining the current accommodation (when it is considered to be safe), at least until further secure accommodation arrangements can be made.

At the point that the Council becomes aware of a young person or young family experiencing family disputes and struggling to remain in the family home (from a housing register application or presentation as threatened with homelessness), the Council can help by trying to identify the issues that are causing difficulty between individuals and offer suggestions for resolution. For example, training officers to give practical support to help multi-generational households manage after the birth of a new baby could help some young people and their families deal with the challenges this situation presents.

The costs associated with a new child could be a trigger for young families running into arrears in the private rented sector. Training officers in how to support households to budget specifically for a new baby could help households to manage this situation. The Council can use its position as a third party to liaise with landlords and set up repayment agreements where arrears may have built up.

Once current accommodation has been stabilised the Council can then work with the young person or young family to plan a pathway to the long-term housing situation they are seeking.

### **3) Making sure that those young people who do need temporary accommodation have an experience that seeks to minimise causes of stress**

The majority of homeless applicants, and therefore the Council's population in temporary accommodation, are in the younger age groups, and they often have young children. The Council has a range of temporary accommodation options, however when most or all of these are full, the initial options available for a newly homeless household may be very limited. The Council recognises that it could do more to communicate to young people the need to contact the Council as soon as they know they may be threatened with homelessness. Officers can then better plan the placements of homeless households with different make-ups and vulnerabilities. It is when the Council has little time to plan, that placements into unsuitable accommodation have to be made, which is worst with on-the-day presentations. A plan to communicate and educate around this message, across the borough, may help to prevent young people deciding to present as homeless very close to the event. The Council has also introduced new 'crash pad' spaces to be available for people homeless in an emergency and to try and eliminate the need to place people in bed and breakfast.

The Council has received feedback from its partners who work with women fleeing domestic violence that the option of going into a refuge is not always what the individual wants, and that an offer of refuge accommodation should not be the only offer of temporary accommodation to women in this position. This has been most common in the cases of younger women wanting to remain in the local area to continue to receive support from family and friends. In response to this, the Council will ensure that the offer of a refuge place is not the only offer made to these women if they do not want that option. The Council will respect their choice to decide to take other accommodation, so long as there is not conflicting police or Multi Agency Risk Assessment Conference (MARAC) advice not to.

The Council has identified that the decision-making process involved in temporary accommodation placements can lead to very different accommodation and outcomes for people. Due to the relatively short time that younger people have been of working age, and that they are often juggling young families, they may be more likely to be in non-permanent work arrangements that get easily disrupted by being moved into temporary accommodation. The Council is committed to taking this into account (along with numerous other household priorities) when making temporary accommodation placements. The competing priorities for placements will be further explored by the Council in a Temporary Accommodation Strategy to be developed in 2016.

#### **4) Having strong partnerships that enable the Council to have clear referral routes into available housing options for young people**

Housing options specifically for single 18 – 25s, or for mothers and babies, are a necessary housing step for some young people not ready to manage their own tenancy and with no option to be housed by family or friends. The Council's partners also offer outreach services that can support individuals who are in their own independent accommodation.

The Council needs a strong relationship with its partners so that officers can be kept up-to-date on:

- levels of service being provided
- current occupancy levels
- the length of any waiting lists

Officers need to be able to make referrals to these services in an informed way and be able to communicate to the individuals they are working with what the different services and accommodation involve.

The Council has been carrying out work with its partners to strengthen these flows of information, and a Housing Partnerships Strategy is due to be developed in 2016.

#### **5) Trialling a change of use of some of those council properties that attract lower demand in order to better meet the needs of younger people**

The Council has far less demand for its four, five and six bedroom properties than for one bedroom properties. The Council is therefore committed to trialling letting larger properties as houses of multiple occupation (HMO), with tenancies to each room and shared facilities available. The Council can look to its partners such as DENS RentAid for models of this, and would explore commissioning options so that another provider with expertise could provide the support required. If this trial is successful this could then be further expanded. This accommodation would then receive support to assist successful shared living.

In addition to this, The Council has a large sheltered housing stock, and among this stock are some schemes that are very high in demand as well as some which have lower demand due to their location or suitability of rooms and facilities for older people. The Council will commit to an options appraisal that explores the possibility of trialling the conversion of one of its lower demand sheltered housing schemes, and convert this to young person's housing with a supporting officer available during working hours (this may be implemented as temporary accommodation model of provision).

Two bedroom properties are in greater demand for three bedroom properties. Three bedroom properties can therefore be let to people with a relatively low housing need compared to those being successful in bidding for two beds. The Council believes that opening up bidding on some three bedroom properties to people with a two bed need is a necessary step to more fairly meeting the housing need in the borough. The Council is committed to a piece of work early in 2016 to propose amendments to the Housing Allocations Policy, which will cover:

- Prioritising those families that are close to being overcrowded; and
- Avoiding allocations to people who will be negatively affected by the spare room benefit restrictions.

## **KEY OBJECTIVE 2**

**To have an approach to tenancy sustainment that reflects challenges specific to young people**

**To meet Key Objective 2 this strategy commits to:**

### **1) Having an income collection procedure that recognises challenges specific to young people under 25**

The Council is reviewing its income collection procedures in 2015/16 with an intention to make steps to identify different 'segments' of the tenant population that will correspond to additional steps to be taken as part of the income collection procedure. In this way resources can be focused to groups most in need of support. Depending on the make-up of a household, differences in procedure could include:

- Pre-tenancy training and support given while on the housing register;
- Back-to-work-signposting; and
- Intensive support at the start of a tenancy for people who have not held tenancies before, or who are seeing significant changes to household budgets as a result of moving to a larger property.

Around 70 percent of tenants under 25 are in arrears, and this may then be a cycle that repeats throughout their lives. If these tenants can be supported intensively in the first few months to get into a good routine of prioritising and making rent payments, then the Council may be able to prevent some households experiencing lengthy struggles with arrears.

While in temporary accommodation homeless applicants have to pay a licence fee. Over 90% of applicants under 25 receive the full duty and so many will move into council homes. Homeless applicants have to have a clear licence account in order to be housed, however this may mask that payments during a temporary accommodation stay have been erratic and difficult for officers to manage. Getting good payment habits in place during temporary accommodation stays, and recognising where households need additional support, has to be a priority for the Council.

### **2) Training officers to provide tailored tenancy sustainment support to:**

- **Young single people and couples**
- **Young families**

At the moment the Council's Tenancy Sustainment team has officers specially trained in financial support, debt management and budgeting, property surveying, domestic violence, mental health, and other issues including hoarding. Providing officers with training specific to supporting young people and families will add to this offer in terms of the intensive support to tenants that the Council can provide.

The Council will also explore the possibility of having a dedicated officer resource to focus on young people and families. This officer would then be able to have the appropriate links to HCC 'Families First'.

### **3) Develop the pre-tenancy training offer and plan to offer in-the-community 'life-skills' sessions and 'property maintenance' sessions**

People on the Council's housing register are currently invited to complete pre-tenancy training that will give them five additional points that improve their chances of being successful for an offer of housing. The five points are currently added immediately after someone has attended. The housing service is committed to introducing an online assessment to be completed by an attendee after the session in order to reinforce key messages. The Council will develop different versions of the assessment so that it can target messages to particular groups, including one for under 25s or people who have never had their own tenancy before. The five points will then only be added once this assessment is complete and a score of a set percentage has been achieved.

As well as delivering the pre-tenancy training, the Council is committed to training its Tenancy Sustainment Officers and Welfare, Support and Education Officers to plan and facilitate 'life-skills' and 'property maintenance' sessions to deliver to individuals, households or groups. These sessions will be part of a package focusing on support for younger people, whether they are:

- Households in temporary accommodation struggling to manage in either self-contained or shared accommodation; or
- Households who have become council tenants who are not fully equipped with the basic skills to manage their own tenancy.

Group sessions have the added benefit of potentially allowing young tenants to meet new peers who can become part of their support network. The Council recognises that forming a supportive peer network in itself can contribute to young people having more successful tenancies.

### **4) Developing a back to work pathway that recognises the specific challenges facing young people**

The minimum wage for young people under 21 is less than that for people 21 and over. In addition, young people have less years of work experience, and typically are on lower salaries than those further on in their careers. There is an increasing trend of employment contracts that do not offer guaranteed hours each week, and of self-employment with monthly fluxes in income. Employment has many benefits for individuals and households, and the Council is committed to developing its ability to support people onto a back-to-work pathway.

The Council is committed to developing its relationship with Job Centre Plus and the local Southill Centre (run by a charity) to link in to existing back-to-work pathways in the borough.

### **KEY OBJECTIVE 3**

**Have an effective digitalisation and communications plan that engages young people**

**To meet Key Objective 3 this strategy commits to:**

#### **1) Digitalisation of information and services**

All demographic groups of residents in Dacorum, and younger people in particular, are now increasingly looking to the internet for sources of information and access to services.

Younger people are more likely to experience homelessness and to experience difficulties sustaining a tenancy. The Council believes that management of its website so that younger people (as well as all housing register applicants and the general tenant population) receive clear and current messages about housing options and tenancy conditions, could contribute to supporting positive behaviours. Content management and forward planning of content for the Council's website is therefore very important, and the housing service is committed to dedicating an officer resource to ensuring that all its communications content is up-to-date and that service messages go out in a planned way.

The service transaction pages of the website (e.g. the rent payment page and the housing register login) receive the greatest 'footfall' (in contrast to 'information only' pages) and so the placement of targeted messages onto these webpages will help maximise the number of younger people that key messages reach.

The majority of services people interact with are now digital-by-default (applications to jobs, banking and facilities statements, central government services, satisfaction surveying, etc). As a result, many younger people are unlikely to make reference to leaflets or hardcopies of manuals etc., which people are choosing not to store/file in the long-term. The Council's 'Tenants Handbook' has recently been provided to all new tenants as a hardcopy booklet style document. This has high printing costs and if any section changes then the whole document becomes out of date. The Council recognises that often when people want to seek out information relating to their tenancy they will look online. The Council is committed to consulting with tenants across all demographics to find out how it can better provide the 'Tenant Handbook' information so that it is easy to access, while also being easy to update.

#### **2) Text messaging and mobile technology**

Younger people are making use of mobile technology and a high proportion now have smart phones with access to the internet. The easier online transactions become, the more likely younger people are to use them.

The Council is exploring a number of digital solutions, for example, the ability to text message people who have missed rent payments with a link direct to the online payment page. An additional benefit to this in terms of the Council's income collection procedure, is that while someone may choose not to open a letter if they want to avoid confronting the contents, an email or text message may be more likely to be read.

### **3) Communications from the housing register onwards**

People on the Council's housing register can be categorised into two groups:

- Applicants who are not current council tenants; and
- Current council tenants seeking a transfer.

Both groups above can find that a move will trigger financial and tenancy sustainment difficulties because, either:

- They are taking on a tenancy for the first time and have no previous experience of managing rent, bills, council tax, etc; or
- They are taking on a larger property and as a result will have to pay more in rent, bills, council tax, etc.

While people are on the housing register the Council has an opportunity to communicate on a range of tenancy sustainment topics, including paying rent. Nearly all housing register applicants provide the Council with email addresses that could be used to make contact.

### **4) Making use of social media to deliver a communications plan that targets younger people**

The Council's housing service has recently been making use of a Facebook page as a communications tool. However, the use of the page has not been developed as part of a broader communications plan, and the content has for the most part related to tenants and leaseholders, rather than those people who may be on the Council's housing register seeking to be housed.

The Council is committed to promoting a clear communications brand around its whole housing service (providing housing advice, preventing and managing homelessness, a private sector scheme, housing people in council homes and supporting people to sustain those tenancies, providing a quality repairs and maintenance service, managing the housing register and helping existing tenants to transfer if their housing needs change). It is hoped that this will help young people in particular to understand the bigger picture of housing in Dacorum and what services and housing options are available to them.

Social media is a good tool for creating brands and generating interest around a topic. The Council is committed to a creative new branding of its use of social media, with a quality forward plan of messages going out.



#### **KEY OBJECTIVE 4**

To understand the data and information we have and need in order to make informed decisions about shaping the service to meet the needs of young people

**To meet Key Objective 4 this strategy commits to:**

#### **1) Improving our ability to build data reports from the systems and databases used by the housing service**

This strategy has demonstrated the power of data to highlight differences between groups in terms of their experiences of the Council's housing service. As age has been found to be such an important determinant in households' success in sustaining tenancies and avoiding homelessness, the Council is committed to making sure it is getting the maximum in terms of relevant data out of the three main databases in use across the service (Orchard, Abrisas and SPriNT).

Building useful, informative data reports requires an understanding of:

- The data in a system;
- What we want to know; and
- How to correctly place fields within a report builder to get the data in the format required.

The Council's housing service uses its reporting capabilities to get data in order to:

- Produce data for performance indicators and benchmarking; and
- Inform strategies and service development.

The Council has an in-house expert for its housing management database (Orchard), who is able to use 'Web Intelligence' to provide reports.

At the moment, the other systems (the housing register and homelessness database (Abrisas), and the support plan database (Sprint)) have a number of officers across the housing service who have some involvement in creating reports.

However, there are limitations in terms of officer expertise, as other than for Orchard, no officers are using the report builders with a high frequency as part of their day-to-day role. In addition, no officer is combining information from across the different databases on a regular basis.

The Council recognises a need to increase officer training on reports, and to develop a role, or roles, within the service that have responsibility for building a high-level picture of what data across all the systems tells us.

## **2) Increasing the quality and quantity of customer profiling data held on the Council's tenant population**

The Council has a relatively high percentage of age and ethnicity data relating to its tenants (over 90 and 70 percent respectively). However, in order to better understand its tenant population, and particularly the challenges facing its younger population, the Council recognises that there is a need to hold more data that will identify:

- Household makeup including children;
- Employment status and income; and
- Key vulnerabilities that are indicative of increased support needs.

The Council recognises the business case for investing in a customer profiling project in order to improve the customer profiling data held on its tenant population. The Council is committed to running a discrete project in 2016/17 and then having a plan in place to ensure continued updates to tenant data.

In the long-term the Council wants to be able to provide a service that successfully meets the needs of its younger tenants and in order to achieve this it needs to know:

- Where younger tenants are living within the stock;
- Whether any areas or property types correlate with arrears or other vulnerabilities; and
- What types of household make-up exist and whether any correlate with arrears or other vulnerabilities.

## **3) Improving the understanding of young people's experiences of the Council's repairs and maintenance service**

The Council's contractor Osborne is working with the Tenant Involvement team to plan a 'customer journey' consultation exercise with tenants. The purpose will be to get answers from tenants to the question 'what are you thinking when ...' in relation to different stages of the various repairs and maintenance processes.

As younger people have reported lower satisfaction levels about the Council's services and the quality of their homes, this is an opportunity to try and understand this further. With a greater insight into the reasons for lower satisfaction the Council and Osborne can then review how services could be shaped to address this.



<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>Part:</b>	<b>Part I with Part II appendix</b>
<b>If Part II, reason:</b>	The Part II appendix contains information relating to the financial or business affairs of the Council and private companies)  Local Government Act 1972, Schedule 12A, Part 1, paragraph 3

<b>Title of report:</b>	<b>Housing Development Update</b>
<b>Contact:</b>	Margaret Griffiths, Portfolio Holder for Housing  Julia Hedger, Strategic Housing Group Manager  David Barrett, Interim Development Manager
<b>Purpose of report:</b>	To provide an update on the Council's New Build Programme.  To seek approval for the employment/commercial element of the Woodhouse site to be developed as an extension of Maylands Business Centre.  To seek approval to award the main contract to construct 14 new Council homes at Able House, Figtree Hill , Hemel Hempstead .
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. That approval in principle be given for the employment/commercial element of the Woodhouse site to be developed as an extension of Maylands Business Centre and a detailed business case be developed for further approval..</li> <li>2. To award the main contract to construct 14 new Council homes at Able House, Figtree Hill to Taylor French Developments Ltd</li> <li>3. That the progress on the New Build Programme be noted</li> </ol>

Corporate Objectives:	Affordable Housing
Implications:	<u>Financial</u>  A detailed breakdown of the tendered costs for Able House is included in the appendix including relevant financial information within the project update.
'Value For Money Implications'	<u>Value for Money</u>  This will be achieved through a successful procurement programme for Able House contract.
Risk Implications	Risk Assessment completed within the New Build Project Initiation Document (PID).  A risk assessment is completed for each site by the Employers Agent
Equalities Implications	Equality Impact Assessment completed within the New Build PID/Housing Strategy
Health And Safety Implications	Each scheme will have in place a Principal Designer as required under the Construction Design and Management Regulations. Contractors are required to comply with the Council's H&S policy along with Considerate Constructors requirements.
Monitoring Officer/S.151 Officer Comments	<b>Deputy Monitoring Officer:</b>  Comments have been incorporated into the report  <b>S.151 Officer</b> The financial implications for the construction of Able House are set out within the paper and can be contained within approved budgets.  The detailed business plan for the commercial opportunity at the Wood House site will need to be developed in due course and brought back to Cabinet for approval as part of a future update.
Consultees:	Mark Gaynor, Director of Housing & Regeneration Elliott Brooks, Assistant Director - Housing Nicholas Brown, Group Manager (Commercial Assets & Property Development), Building Services Richard Baker, Group Manager, Financial Services Andrew Linden, Team Leader, Commissioning, Procurement & Compliance
Background papers:	HRA Business Plan September 2014

Glossary of acronyms and any other abbreviations used in this report:	CDA Herts - Community Development Action Herts
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## 1. Introduction

- 1.1 Dacorum Borough Council's Development Strategy - New Council Homes 2013-2020 '**Building for the Future**' was approved by Cabinet in December 2013 and sets out the Council's ambitious plans for the Council New Build Programme. The Council completed the first three new build developments in Summer 2015.
- 1.2 This report provides an update to Cabinet on the progress of the current planned development programme. It also seeks approval for the appointment of the main contractor at Able House and for the employment/commercial element of the Woodhouse site to developed as an extension of Maylands Business Centre.

## 2. Able House, Figtree Hill, Hemel Hempstead

- 2.1 The Council received planning permission to develop 14 new homes at Able House, Figtree Hill in June 2015. This has involved the demolition of the former office block and is on a site in the heart of the Old Town. The proposed works consist of the design and construction of 14 two-bedroom flats.

### 2.2 Procurement process

- 2.2.1 The tender documents for the appointment of the main contractor at Able House were issued in July 2015. The tender route followed was a one stage open tender in line with the Council's Procurement Standing Orders. The proposed development would be built in accordance with the planning application ref: 4/00779/15/MFA.
- 2.2.2 Each invitation to tender (ITT) return has been scored in line with the scoring methodology set out in the ITT documentation. The scoring was completed by the Housing Development Team and the Council's Employers Agent (John Lester Partnerships).
- 2.2.3 The form of contract for this appointment will be an amended Joint Contract Tribunal (JCT) 2011 Design and Build Contract, as provided by Eversheds in their capacity as legal advisers for the Council's New Build Programme. A draft copy of this contract was included in the ITT documentation.
- 2.2.4 A Design and Build Contract was selected as the Council are able to establish the financial commitments prior to works commencing, providing that changes are not introduced during the project.

### 2.3 Tender returns

- 2.3.1 The Council received nine tender returns. The level of tender returns received indicates that a competitive level of tendering was achieved.

- 2.3.2 A financial assessment was carried out by the Council's Finance Department based on the bidders set of accounts (last 3 financial years) and a credit reference report. The recommended successful bidder passed this financial assessment. The tender evaluation scoring is set out in the Part II appendix.
- 2.3.3 Estimated Timescales:
- Start on site – March 2016
  - Practical completion – March 2017

**The report recommends the award of the main contract to construct 14 new Council homes at Able House, Figtree Hill, Hemel Hempstead as detailed in Part II Appendix.**

### **3. Wood House, Maylands Avenue**

- 3.1 Situated in the Heart of Maylands this project will form an important part of the regeneration of the overall area. This is the largest project to date in the new build programme and comprises a 75 unit development, 40x1 bedroom flats, 35x2 bedroom. The Council appointed RG&P as architects in February 2015. The architects submitted a scheme to planning in September 2015. The development will provide 75 units, 34 shared ownership and 41 social rented.
- 3.2 The Wood House site is in the Heart of Maylands and on a very prominent corner site of Maylands Avenue and Wood End Lane. The Masterplan for the Heart of Maylands, now incorporated into the Council's planning policies, encourages the introduction of new homes but requires an employment or commercial use at ground floor level. Initially it was presumed that this would be a retail outlet but this has been rejected for the following grounds:
- Potential conflict between the retail usage and residents reasonable expectations
  - A retail development already confirmed on the site opposite
  - A retail study suggesting that this use may not be viable
- 3.3 The alternative use of office provision has been selected as being most appropriate and likely to produce a reasonable return based on a report commissioned by the Council (Retail and commercial needs and demands review of the Heart of Maylands - 2014) as part of the pre-development assessment. The preference is that it be developed as an extension of Maylands Business Centre for small serviced office on the same terms and conditions that apply at the Maylands Business Centre itself. The offices at the business centre are all occupied and there is a waiting list of 8 companies seeking space. This indicates a real demand for space of this type. The provisional business plan indicates that it would make a surplus within six months of operation and thereafter. This would continue to be applied to economic development purposes as with the existing arrangement.
- 3.4 The potential for a market interest has also been explored by the Council's Commercial Property team. As designed (13 small offices with shared reception and meeting room) it could attract up to £25 psf (slightly higher than the £22 psf charged by the business centre). There is concern that the restricted number of dedicated parking spaces would limit the occupation levels and it would be very unlikely that all of the units would be taken. A

check has been made as to whether there would be any interest in letting it as a single space but the conclusion is that the combination of parking restriction and the nature of the building shape would preclude this.

- 3.5 This commercial aspect would be General Fund. The costs of development and fit out of this element will be included in a bid to the Herts LEP for match funding (this is only likely to be supported as business incubation space as part of Maylands Business Centre and not as market letting).
- 3.6 The current indicative cost to fit out the business units is in the region of £500,000 and the current estimated cost of the business units shell is £862,000. The current estimate of overall build cost for this development is just over £10m though this will be updated as the project develops.
- 3.7 The Business Centre business plan will be developed in due course and brought back to Cabinet as part of a future update.
- 3.8 Estimated Timescales:
- Start on site – October 2016
  - Practical completion – March 2018

**It is recommended that the ground floor employment space be developed as an extension of Maylands Business Centre.**

#### **4. Project update**

##### **4.1 London Road, Apsley**

36 residential and 2 retail units, 13x1 bedroom flats, 23x2 bedroom flats

- 4.1.2 The ground works started on site in January 2015, and the scheme is forecasted for completion by April 2016.
- 4.1.3 The Council has received a loss and expense claim (in line with the Build Contract with Hills) which is due to a delay in the removal and decommissioning of the existing substation and relocation of supplies to the new substation. The Council's Employer's Agent has been negotiating a settlement with the contractors and an agreement in principle has been reached to settle the claim which falls with the approved project budget.

- 4.1.4 Estimated Timescales:
- Practical completion – April 2016

##### **4.2 Elizabeth Court, Queen Street, Tring**

5 unit development, 1x3 bedroom house, 4x2 bedroom flats

- 4.2.1 Planning permission was obtained in February 2015 for the development of five units. The Council appointed Modplan as the main contractor in July. The existing buildings on the site have been demolished and building work has commenced.

- 4.2.2 Estimated Timescales:
- Practical completion – August 2016

##### **4.3 Stationers Place, Apsley, Hemel Hempstead**

31 unit development, 10x 1 beds & 21x 2 beds

4.3.1 The Council received pre-application advice for a scheme of 31 units in July 2015. A formal response was issued and the architect revised the drawings based on this response. A full planning application was submitted in October 2015 after completing a revised flood risk assessment and a Hydraulic Modelling exercise as requested by the Environment Agency and our specialist consultant.

4.3.2 Estimated Timescales:

- Start on site – September 2016
- Practical completion – October 2017

#### **4.4. Martindale School, Boxted Road, Hemel Hempstead, HP1 2QS**

4.4.1 The Council purchased the site from Hertfordshire County Council in May 2015. The scheme had already received outline planning permission for 43 units in February 2015. The Council appointed PCKO as architects in October 2015. PCKO are further developing the scheme designs to potentially increase the number of units to be provided on the site; the tenure mix is still to be determined.

4.4.2 Martindale School has not been occupied for several years and the building is in poor condition. In order to mitigate health and safety issues the Council needed to demolish the existing buildings. The Council appointed DSR as the demolition contractor in October 2015. Demolition works started on site in October and are due to complete before Christmas. The Council are currently out to tender to appoint an employers agent.

4.4.3 Estimated Timescales:

- Start on site – July 2018
- Practical completion – December 2019

#### **4.5 Swing Gate Lane**

11 unit development - 6X1 bedroom flats, 3X2 bedroom flats and 2X2 bedroom houses.

4.5.1 Planning permission for an 11 unit development was granted in June 2015. The Council are currently in the process of purchasing the site from a private developer

4.5.2 Estimated Timescales:

- Appoint an employers agent – Summer 2015
- Start on site – Spring 2016
- Practical completion – Spring 2017

#### **5.0 Proposed future development programme**



The table below shows in summary the future schemes in the New Build Programme and the predicted timescales to deliver these schemes.

<b>Scheme</b>	<b>Scheme details</b>	<b>Start date</b>	<b>Practical completion date</b>
Aspen Court, Apsley	36 social rented units.	January 2015	April 2016
Queen Street, Tring	5 social rented units.	October 2015	July 2016
Longlands Hemel Hempstead	6 social rented (roof top development on existing block)	November 14	December 15
Able House, Old Town Hemel Hempstead	14 social rented units.	March 2016	March 2017
Wood House – Hemel Hempstead	75 units consisting of 41 social rented and 34 shared ownership units.	October 2016	March 2018
Stationers Place, Apsley	31 social rented units.	September 2016	October 2017
Martindale school, Hemel Hempstead	Around 70 units consisting of 35 social rented and 35 market sale units.	July 2018	December 2019
Swing Gate Lane, Berkhamsted	11 social rented units.	May 2016	April 2017

The current assumption is that the development of Council homes would cease after 2019/20 to due financial restrictions. This situation will be subject to annual review.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted



## AGENDA ITEM: 12

### SUMMARY

Report for:	Cabinet
Date of meeting:	24 <sup>th</sup> November 2015
PART:	1
If Part II, reason:	

Title of report:	<b>Two Waters Regeneration Framework</b>
Contact:	<p>Cllr Graham Sutton, Portfolio Holder for Planning &amp; Regeneration Author/Responsible Officer</p> <p>Chris Taylor Group Manager for Strategic Planning &amp; Regeneration</p> <p>Kevin Langley, Regeneration Assistant Team Leader</p>
Purpose of report:	To recommend Council to agree the strategic framework for the Two Waters area of Hemel Hempstead to guide future planning policy and planning applications within the Two Waters area.
Recommendations	<ol style="list-style-type: none"> <li>1. That Cabinet recommend Council to adopt the Two Waters Strategic Framework, as attached at Appendix 1 to this report, to be used as a material planning consideration in the determination of planning applications and to guide future strategic planning in the area.</li> </ol>
Corporate objectives:	<p>Delivery of housing particularly affordable housing and economic growth for the area.</p> <p>Attracting investment into Dacorum and improving the quality and identity of the Two Waters area.</p>
Implications:	<p><u>Financial</u></p> <p>No implication is this report</p>

'Value For Money Implications'	<p><u>Value for Money</u></p> <p>The study will highlight areas within the plan that will allow for future growth and investment into the area</p>
Risk Implications	None arising from this report
Equalities Implications	<p>An Equality Impact Assessment has been carried out prior to this document coming to cabinet.</p> <p>No adverse issues have been identified as part of this assessment</p>
Health And Safety Implications	Not applicable in this report
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>The strategic framework will help to guide developers and enable consistent planning decisions. The master planning should be progressed as expediently as possible to give further guidance.</p> <p><b>Deputy S.151 Officer</b></p> <p>There are no direct financial implications of this report.</p>
Consultees:	<p>Some residents (including local ward councillors), businesses and stakeholders within the Two Waters area were invited to attend the two workshops held in May and June 2015. All those who were invited to the workshops were sent the draft report as part of the consultation. A full list of consultees is included in the attached document.</p>
Background papers:	Two Waters Planning Framework Cabinet report 21 July 2015
Glossary of acronyms and any other abbreviations used in this report:	<i>DBC – Dacorum Borough Council</i>

## BACKGROUND

1. The overall aim of the project is to create a strategic framework that can guide change in the Two Waters area. This framework has been based on local stakeholder consultation to help ensure that future interventions have taken into account all the views and opinions of those with an interest in the area.

1.1 The document is required due to an increased risk of speculative planning applications in the area where many would be contrary to Council policy. We have seen a sharp rise in the number of developers making enquiries and

requesting meetings with the Council to seek early views on the suitability of developments.

1.2 A Strategic Framework will set out a clear approach for the area allowing a consistent approach to be taken. This will allow applications that give clear benefits to the local area to be recommended for approval and ensure that the correct policies are in place when recommending unsuitable developments for refusal.

1.3 This document will become a material consideration for use by the Council as local planning authority in determining planning applications; however further detailed master planning of specific areas identified within the Two Waters Zone will need to be completed to enshrine the work within planning policy.

1.4 The work will also form part of the evidence base to be used for the new Local Plan and indicate where potential development sites could be identified and additionally used to work with the county council in relation to road and transport infrastructure in the area.

## **2. Forming the Strategic Framework**

2.1 Ferial Urbanism, specialists in place shaping and master planning, were commissioned in February 2015 to facilitate the consultation with local stakeholders in the area and to prepare the framework. An inception meeting with project officers from the Council took place in February and the consultants then undertook full site visits to get a better understanding of the development opportunities, the landscape and topography and the specific sites that will be the focus of much of the discussion and debate.

2.2 A series of one-to-one meetings with key stakeholders were then held to further the understanding of how development in the area could be guided in future. These one-to-one meetings allowed individuals and/or organisations to build a picture of the area and contribute their own thoughts and ideas before we brought people together into a workshop environment.

2.3 The results of these first two tasks (i.e. the site visits and the one-to-one meetings) helped to inform the design, planning and content of the workshop events.

2.4 Letters and e-mails were sent to all local businesses and stakeholders within the site boundary inviting them to attend the two workshops. Around twenty five people attended each event.

2.5 A draft Two Waters Strategic Framework document was then compiled and this was taken to Cabinet on 21 July 2015 in order to be approved before wider consultation could take place. The report summarised the proposals which can be found at:

<https://democracy.dacorum.gov.uk/documents/s962/Two%20Waters%20Reg>

[eneration%20Framework.pdf](#). The full Framework document can be seen at Appendix 1.

2.6 After presentation of the draft report to Cabinet in July, consultation on the document took place, and was sent to the full list of consultees from the workshops as well as additional stakeholders from neighbouring areas.

### **3. Consultation Feedback**

3.1 The general feedback to the framework was very positive. Responses were received from key stakeholders including The Boxmoor Trust, National Grid, Canal and River Trust, Strategic Planning (DBC) and local Councillors.

3.2 The main items that were highlighted through the consultation were the importance of the existing natural assets within the area as well as the effect of developments on the highway at what is a key junction within the Town/Borough.

3.3 As more detailed work is required to give greater guidance over building height, building form and access and movement considerations, further wider consultation was recommended.

3.4 A master planning exercise which will include looking at the access and movement arrangements for the area will now be undertaken. This will allow a greater understanding of the form that developments will be able to take as well as looking at what impact these will have on the local highway network and what mitigation is required for these developments to take place.

### **Annex 1 Two Waters Strategic Framework Report**

**The full report with appendix will be made available in Members Rooms before the meeting**

Two Waters Strategic Framework

# Final Report

November 2015

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feria  
urbanism







This report sets out a strategic framework for the Two Waters area, south of Hemel Hempstead town centre. The framework will help guide and shape future development proposals and has been based on a series of consultation responses.



Feria Urbanism is a planning and design studio that specialises in urban design, urban planning, neighbourhood strategies, public participation and community engagement. Established in 2007, we have been involved in a diverse range of planning and design projects across the UK.

Contact for further information

- Richard Eastham
- richard@feria-urbanism.eu
- www.feria-urbanism.eu
- + 44 (0) 7816 299 909
- + 44 (0) 1202 548 676

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Project Locator

51.743332, -0.474709

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# Project Background

What is the strategic framework for Two Waters?



Two Waters is an area of approximately 124 hectares located on the southern edge of Hemel Hempstead. There is an varied mix of land uses in the area, including residential, light industrial, retail and community uses, together with large and valuable recreational spaces in the centre.

The area is experiencing growing pressure for change and in response to this pressure, Dacorum Borough Council has commissioned a “strategic framework” to provide clear planning and design guidance for this part of the town.

## The context to the study

The Two Waters area is anchored in the west by Hemel Hempstead railway station, in the east by Apsley railway station and to the north by the Magic Roundabout on the southern edge of the town centre. There is currently an eclectic mix of land uses around the edges of Two Waters, including residential, light industrial, retail and community uses, and a large swath of valuable recreational land in the centre, owned and managed by the Box Moor Trust.

This mix of living, working and open space has the potential to create a vital and vibrant neighbourhood on the southern edge of Hemel Hempstead town centre but better coordination of these assets is required. There is also a growing pressure for change through speculative planning applications for the redevelopment of various sites.

The risk facing the area right now is of a series of ad hoc or piecemeal redevelopment proposals that fails to join together and also fail to maximise the opportunities presented by the conditions of this fascinating rural-urban edge.

Therefore, Dacorum Borough Council has commissioned the production of a robust “strategic framework” to help guide development over the coming months and years. This framework will become be a valuable part of the planning and design toolkit for this part of the town. This report has been prepared on behalf of Dacorum Borough Council by Feria Urbanism a design studio with specialisms in civic design and urban strategies.

## Strategic framework vs. Master plan

The strategic framework will help guide successful renewal and change on the ground in Two Waters by ensuring that there is a clear and widely-supported vision in place. Therefore the strategic framework has been prepared to provide immediate planning and design guidance for the area and also inform future, more detailed master plan for Two Waters, should this be commissioned at a later stage.

The need for this two-tier approach (i.e. strategic framework followed by more detailed master plan(s)) results in part from the relatively short timeframe covered by the work to date. This has not necessarily allowed for the required depth of research to be undertaken to inform a full master plan at this stage. This expediency as regards the timeframe was necessary however due to the growing redevelopment pressures in the area and the need for an overall sense of direction for the area to guide planning decisions in both the short and medium term.

There has also been a substantial level of stakeholder involvement in the preparation of the strategic framework. It is therefore considered that the framework will in be a sound platform for a subsequent master plan due to the level of consultation and engagement at this stage. Thorough consultation still needs to take place for the following stages, including those from neighbouring local areas and Boxmoor. The follow-on piece of work, in the form of a more detailed master plan, will be able to readily pick up where this strategic framework leaves off and add more detail at the next tier down.

## Consultation & engagement

The strategic framework has been developed with significant stakeholder involvement. Two participatory workshops were organised and run by the Feria Urbanism team in the first part of 2015.

The first of these two events asked a series of questions about the status of the area right now, the opportunities and challenges it offers and the pressures for change. The results of this first workshop were used to directly inform the scope and content of the second workshop, at which a series of “hypothesis” drawings were tested and challenged.

The hypothesis drawings presented different scenarios for change and suggested ways in which they could be implemented on site. These ideas were challenged and tested by the participants and a wide range of issues were addressed including a draft public realm and landscape strategy, building heights and urban form and the different community groups and organisations that could play an active role in the development of the area moving forward.

The results of the two workshops have not only helped inform this strategic framework but have also helped to define the scope and content of the more detailed master plan.

The results from the two workshop events can be found in a separate appendix document, together with copies of all the consultation materials specifically prepared to support the work on the framework.

## How the framework will be used

Following the two successful workshops events, there is a now a greater understanding of the topic areas that the Two Waters strategic framework can address with a degree of certainty and those areas that will need to remain flexible, or will be addressed by a future master plan.

The strategic framework therefore indicates the council’s intentions for the future formal planning policy framework for the area and the council wishes it to be taken into account now. This strategic framework is a material planning consideration that may justify proposals which are contrary to the Local Plan. The council will also need to take account of emerging information, such as further studies on access and movement, land ownership and other site-specific matters, and consider how this information may affect the proposals outlined here. The Two Waters area needs to fit into the wider vision for the town and the borough, especially in terms of meeting wider housing and employment needs. Any displaced uses should generally be found new accommodation elsewhere.

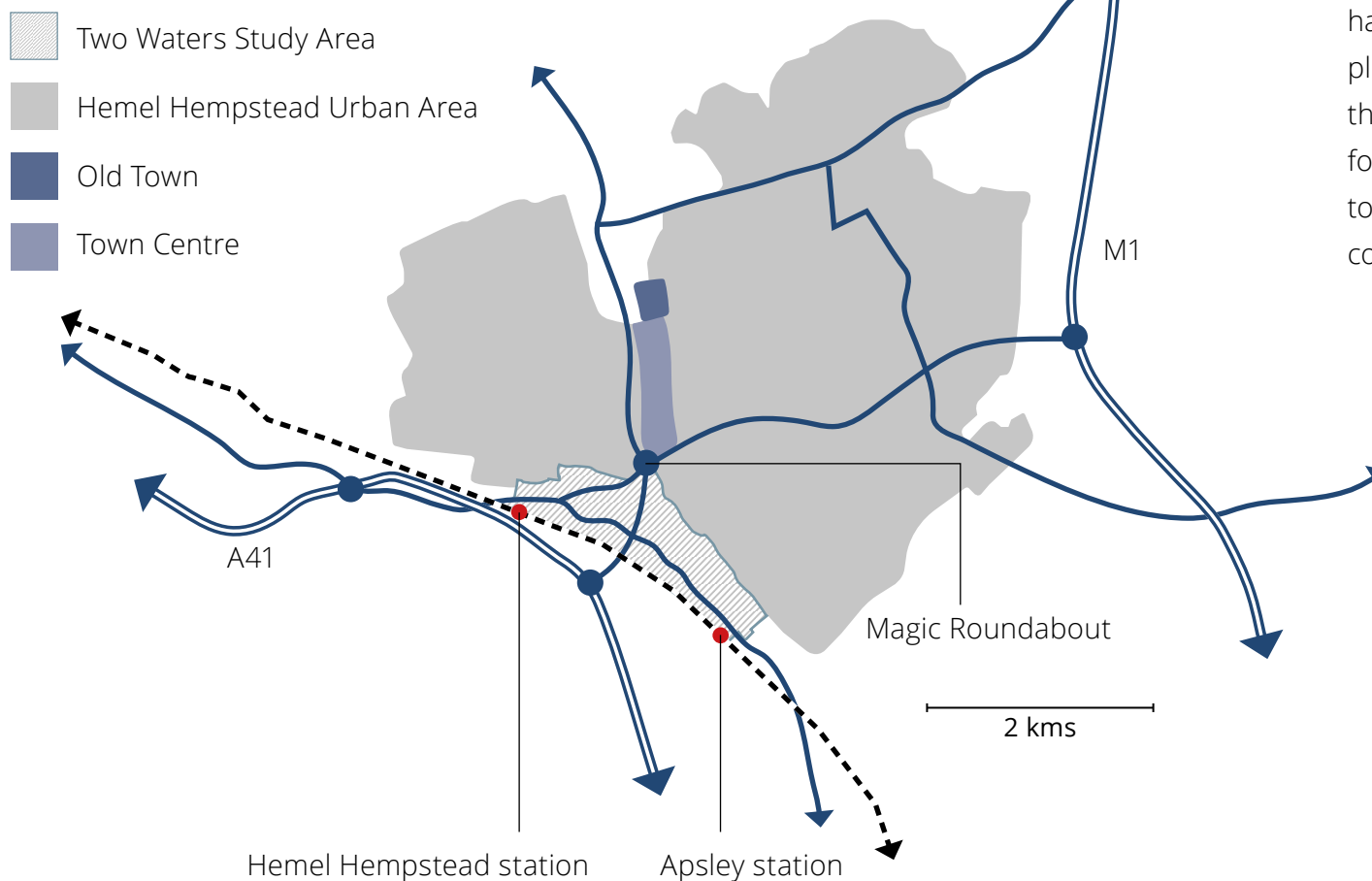
## Issues & opportunities

Over the following pages (11 — 17) is an objective assessment of the qualities and opportunities that the Two Waters area currently presents, presented through a series of photographs taken by the study team. These photographs, and the issues they illustrate, were also used to inform participants of the issues at the start of the two consultation and engagement events.

# Strategic Location

The Two Waters study area covers approximately 124 hectares on the southern edge of the Hemel Hempstead urban area. Anchored in the west by Hemel Hempstead railway station, in the east by Apsley railway station and to the north by the Magic Roundabout. Both the Town Centre and the Old Town have recently been subject to master planning and development strategies of their own and the strategic framework for Two Waters will help unite the town core with its southern edge in a coordinated manner.

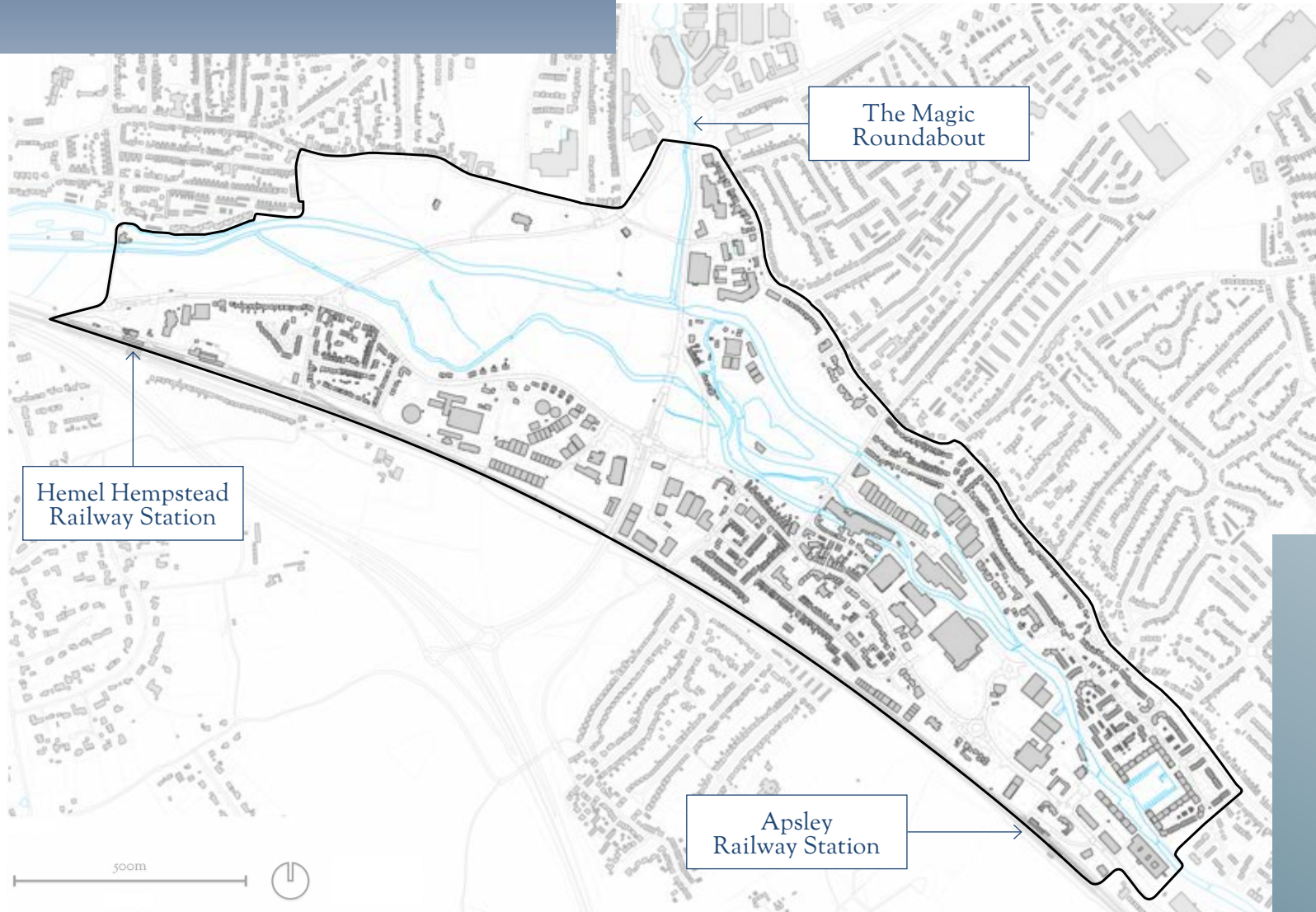
Page 144



The site is of strategic significance for the town, acting as a southern gateway

# Site Context

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The three features that help anchor the study area



## Issues & Opportunities

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The Grand Union canal runs through the site, providing good opportunity for walking and cycling links alongside the water. However, industry tends to “turn its back” on the water creating several blank edges.



Other sections of canal are edged with new development that provides a sense of overlooking and natural surveillance. This makes these areas feel safer to use. House boats also add to the activity levels alongside the water.



Hemel Hempstead in the west is the busier of the two railway stations, with regular trains direct to London in only 20 minutes. The station car park is very popular with commuters.



Meanwhile, Apsley station in the east is not as busy as Hemel Hempstead and has fewer direct services to London.



Apsley High Street is located in the eastern part of the Two Waters areas. A traditional local high street, it contains a lively mix of local shops and services but can be blighted by traffic congestion at peak periods. Further east beyond the high street can be found big-box format retail units (including a Sainsbury's supermarket) and light industrial units.



The area has many wide roads, big junctions and narrow pavements, as shown here in Apsley. This can often make walking a frustrating experience.



The Station Road — London Road junction is a key decision point in the street network for the area.

The Corner Hall neighbourhood, on the eastern side of the study area, contains some significant heritage buildings. These act as local landmarks and add to the rich mix of architectural types and forms across the area.

Contemporary architecture is also present across the study area and this further adds to the sense that there is no dominant overall style or form to development in the area. The framework will seek to strengthen this idea of an eclectic yet coordinated mix of forms and styles.



The large junction at the A414 Two Waters Road — A4251 London Road crossroads was highlighted as a significant bottleneck for peak-time traffic problems. While there are pedestrian facilities around this space, the scale and size of the junction deters walking in this area. New development is also starting to be established immediately adjacent to this junction.



East of the Two Waters Road and north of the Grand Union canal is a B&Q retail unit. The car park is adjacent to the water's edge. There was a general acceptance at both workshops that this was not the best use of valuable land close to the water. Redevelopment opportunities in this location, should they arise, must create more intensive, more "people-centred" forms of development and the framework will acknowledge this.



Three-storey, flat-roofed housing can be found north of the canal in the western part of the site. While “of its time” in terms of form and architectural style, the waterside development was seen as relatively successful at the workshop events and could be model for future waterside redevelopment opportunities elsewhere in the Two Waters area.



The variety of architectural forms in the area is marked and cottages can be found alongside the canals just as readily as flats and higher density forms of dwelling. The framework will seek to protect this variety as a characteristic of the area.



Local landmarks, such as the Fishery Inn, are important social and economic reference points for the study area.



Higher density housing can be found in the Apsley area, close to the lock development and the railway station. Higher density around public transport nodes will be encouraged by the strategic framework.



London Road contains less intensive land uses (e.g. car dealerships) that are currently subject to change of use applications. The strategic framework needs to provide guidance on how this can be managed in a coordinated way.



London Road provides access to recreational land and parking congestion can arise as a result.



The green open land in the heart of the study area is owned and managed by the Box Moor Trust. This land provides a valuable resource for all Hemel Hempstead residents and visitors but is under increasing pressure as it becomes more intensively used. The strategic framework therefore seeks to increase access to the less well-used parts of the recreational network in order to relieve some of this pressure. Furthermore, the intensive redevelopment of sites in and around the study area should be asked to contribute towards the protection, management and enhancement of this major recreational resource.



There is a close geographical relationship between the town centre and Two Waters area, that lies immediately to the south. The recently completed town centre master plan is now in place and one of the aims of the strategic framework for Two Waters is to help unite these two areas in a coordinated manner.



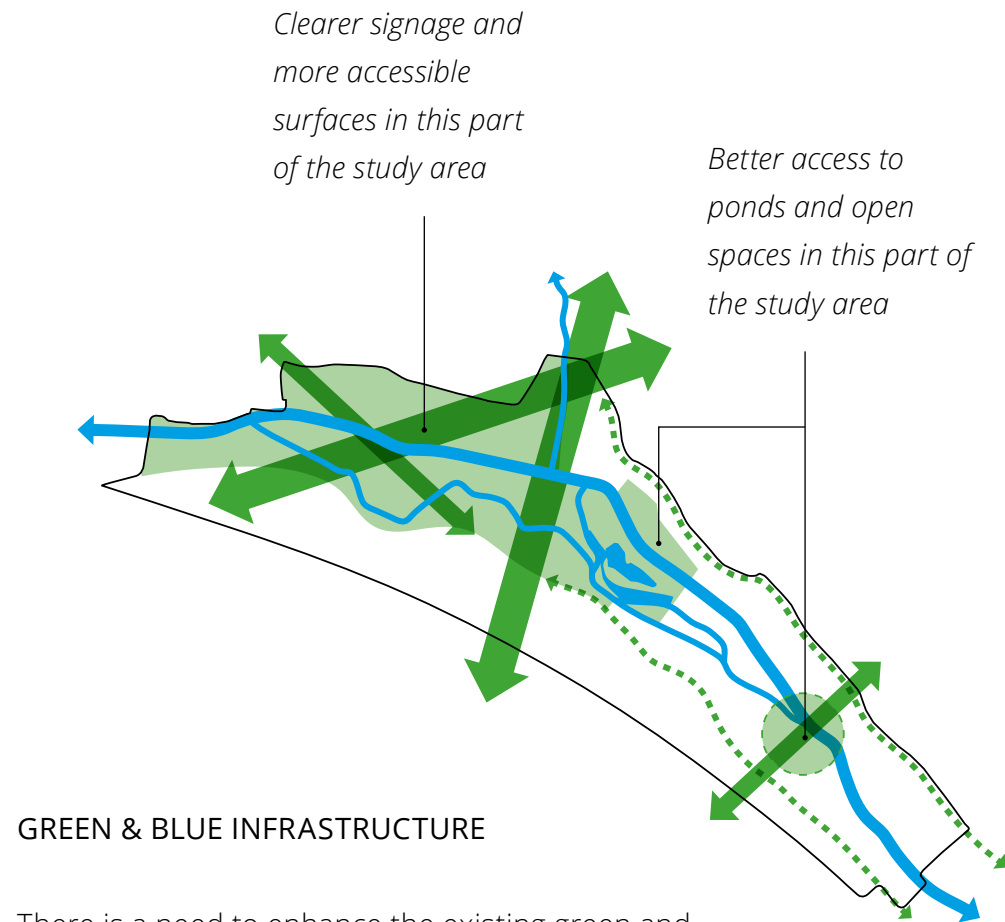
Creating opportunities for people to get close to the water has been a critical component of many successful regeneration projects in recent years. Despite a significant length of canals and rivers across the area there are surprisingly few opportunities to simply sit out and enjoy being part of a waterside environment. The Fishery Inn (above) is one of the few establishments that allows public access to the water and the area could benefit from more such venues.

# A Vision for Two Waters

The Two Waters area is complex and ever-changing but there are some key issues around which the strategic framework has been able to establish some design and planning principles around some important fixes. These are set out here in a series of five diagrams, created to address the issues of green and blue infrastructure; land uses and attractions; streets and movement; and edge conditions.

These diagrams were prepared by the Feria Urbanism team and are based on both its own assessments of the study area and the outcomes of the two consultation workshops.

These diagrams should be seen as high-level information to guide the overall vision for the area. They should be read alongside the series of four more detailed drawings in this report (see pages 25, 29, 33 and 37) which essentially comprise the strategic framework proper and address four critical components of place-making i.e. uses and activities, access and movement, streets and spaces and form and detail.

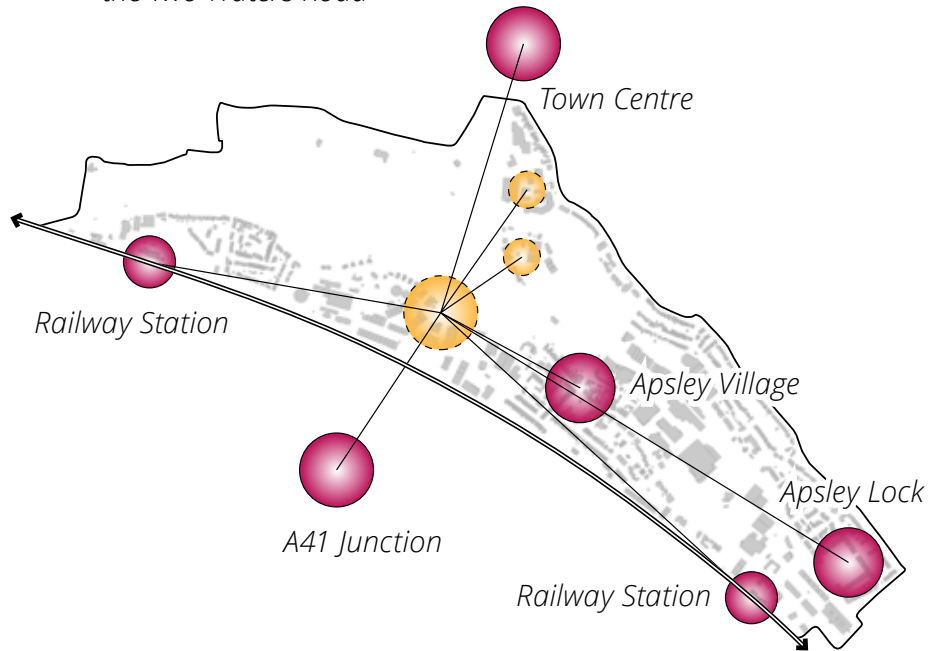


## GREEN & BLUE INFRASTRUCTURE

There is a need to enhance the existing green and blue network and extend a connected network deeper into the south east of the study area to help relieve the pressure on the more accessible areas in the north west.



● Key redevelopment opportunity areas along the Two Waters Road



### LAND USE & ATTRACTIONS

Connect the study area with the anchors at the corners through active travel modes and create new focal points along the Two Waters Road at the key redevelopment opportunity sites.

➔ Redevelopment of land south of London Road to look over the top and between development in front to obtain views of open space



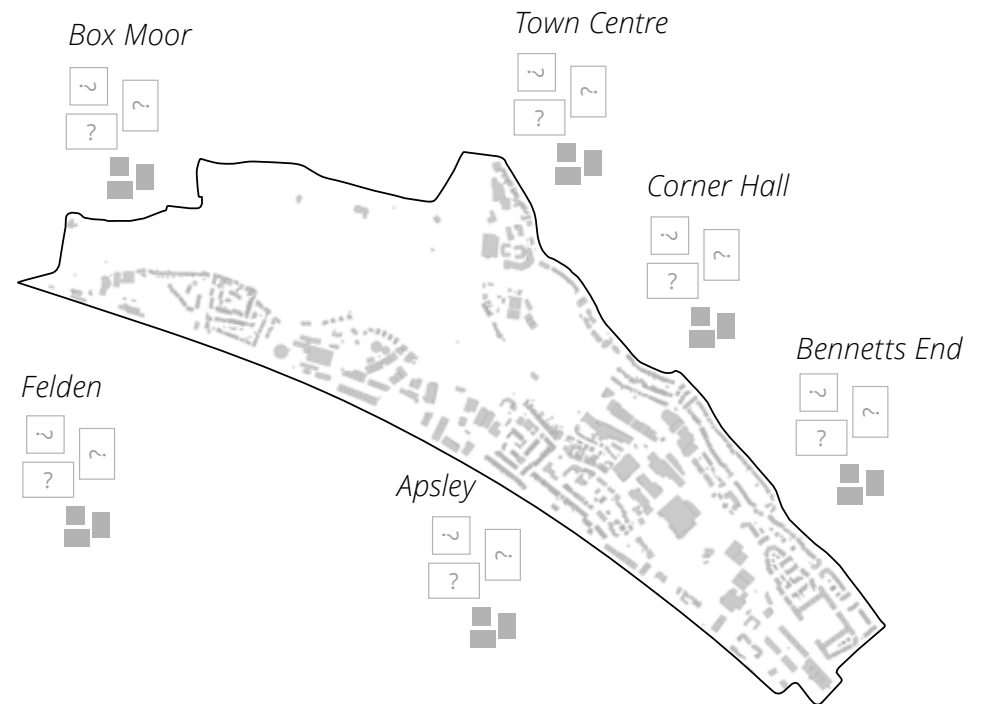
### THE LONDON ROAD GOLDEN THREAD

Create a "golden thread street" running along the southern edge of the study area. London Road is to be re-imagined as an attractive address street that links together areas of change.



### STREETS & MOVEMENT

Develop a clear and legible street pattern to better connect the area with its surroundings. Reduce traffic congestion across the network and create a strong spine street running north-south linking the A41 with the town centre in the form of a green boulevard or similar.



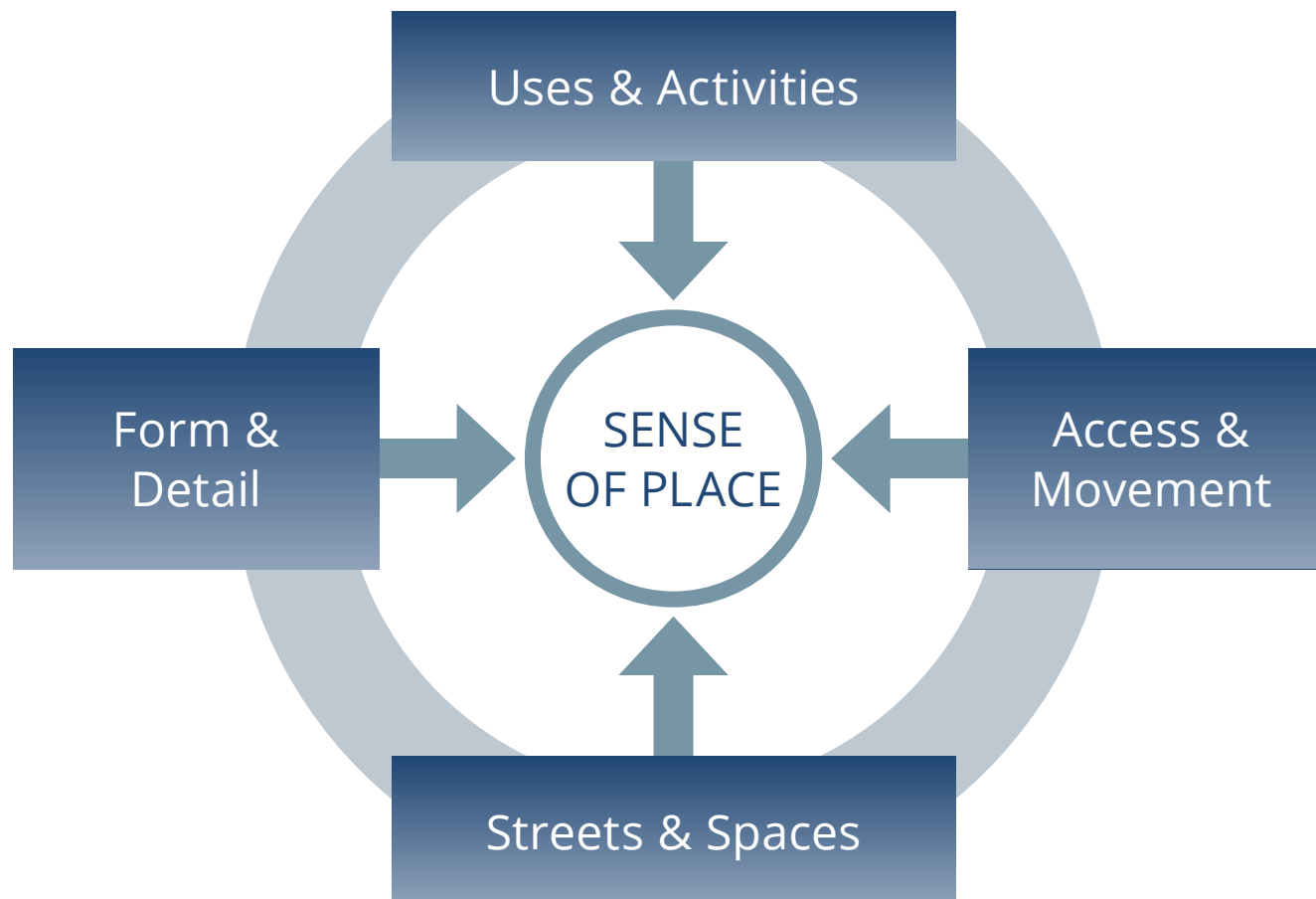
### RESPECT THE EDGES

Be a good neighbour to the surrounding residential areas. Understand the communities that live and work in the surrounding areas and ensure they have enhanced access to an improving and evolving Two Waters area.

## What creates a sense of place?

In order to create a positive sense of place, the four components of place i.e. uses and activities, access and movement, streets and spaces and form and detail need to work in harmony to support one another. Therefore, the strategic framework has looked at each component part in detail before fitting them together to create an integrated approach to place-making for Two Waters. This methodology provides a robust set of tools to inform future development opportunities.

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Ensuring that all four components are working in harmony will be critical to a successful future

# Uses & Activities

What are the changing patterns of land use and activity across the study area?



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There is a growing pressure to redevelop employment and industrial land for residential purposes. The framework therefore seeks to manage this change in a coordinated way to ensure an appropriate balance between living and working is maintained across the Two Waters study area. It does this by identifying specific areas where such as shift will be encouraged and the criteria that will apply.

## Right use, right place

The two workshop results suggested that one of the key roles for the strategic framework is to establish a clear vision for the future distribution of land uses that encouraging the right sort of development in the right areas. The criteria to define what is the right location has been informed by the local landscape context and the strategic context, linking Hemel Hempstead town centre with the outlying anchors of the railways stations and the A41 road access.

Therefore, to ensure sustainable land use patterns for Two Waters, the strategic framework needs to encourage certain areas to be developed in certain ways through adherence to an adaptable set of planning and design criteria. This includes the ground floor mix of uses. The consultation work also revealed anxiety about a potential imbalance between housing and other equally important elements in a successful neighbourhood, such as community infrastructure including medical and educational services.

## Business relocations

The relocation of businesses from Two Waters to other, potentially more appropriate, locations in the town or in the borough, also needs to be considered as part of a future master planning stage. It was considered vital to the future of the area that business development is given as much focus as housing delivery.

## Longer term options

The workshops also revealed a radical interventions as regards a major rail project, the relocation the two train stations to a single, more central location, about midway between the two current locations. While this was seen by many participants as either impractical or too costly there was nevertheless a sizeable number of views reflecting this concept as something to pursue further. Consideration should therefore be given at the master plan stage to safeguarding land in this general area for such a major rail project and a separate work stream could be commissioned to understand in more detail the feasibility and deliverability issues associated with such a bold relocation project.



The area contains a wide variety of employment uses and while there is pressure to redevelop these for more economically valuable residential uses, there needs to be a future strategy that addresses retention/expansion or off-site relocation to other sites in the town or borough.

## Future master plan work

The following uses and activities issues remain outside the scope of the strategic framework but can be addressed by a future, more detailed master plan. These topics are to be confirmed through a formal master planning brief, that takes the strategic framework as its basis and include:

- Creation of more detailed “proving” layouts to demonstrate site-by-site floor space capacities;
- Indicative and/or accurate floor space areas in square metres;
- More precise guidance over land uses mixes, as defined under the formal Use Class Order designations (i.e. A1, A2, A4, B1 etc.)
- Upper floor land use mix indications and how this may or may not relate to the associated ground floor uses (i.e. viability testing);
- Incorporate a strategy for employment retention/expansion or off-site relocation to other sites in the town or borough;
- Further work needs to be done to test the feasibility of relocating the railway station as the costs are likely to be considerable. A new station on a four-track railway requires realignment over a considerable distance to provide for island platforms. It may also require widening of the Two Waters Road bridge.
- Other issues, to be determined by a future master planning brief.

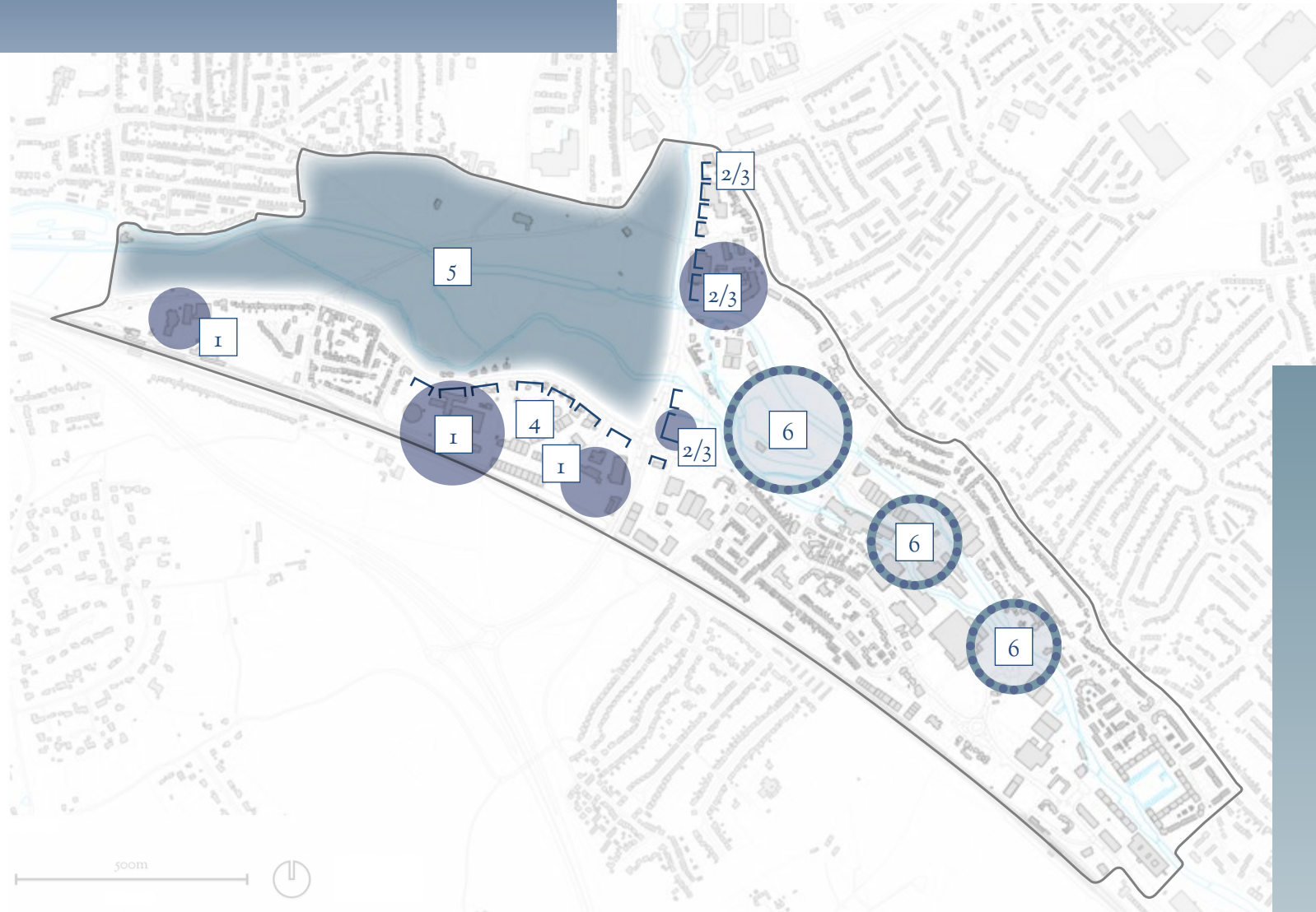
## Uses & activities

The strategic framework advises that the following uses and activities guidance should apply:




- 1 A general shift away from employment uses and towards residential land uses south of London Road;
- 2 A general shift away from employment uses and towards residential and leisure-based activities to the east of Two Waters Road;
- 3 Substantial sections of active ground floor uses, such as niche retailing, leisure (e.g. food and drink) to the east of Two Waters Road, looking westwards over the open spaces;
- 4 Significant stretches of positive frontage design, such as attractive residential ground floors, to create a safe and secure public realm on the southern edge of London Road;
- 5 Continue to maintain and enhance significant areas of recreational open space in the centre of the study area — these are well-used at present but will require future investment and protection as the area becomes more intensively used by a growing residential population;
- 6 Open up new areas of open space through enhanced access to the water courses and bodies of water to the east of Two Waters Road in order to create a more opportunities for recreational activity but also to relieve the pressure on the more intensively used areas of recreational land.

# Uses & Activities Framework Plan

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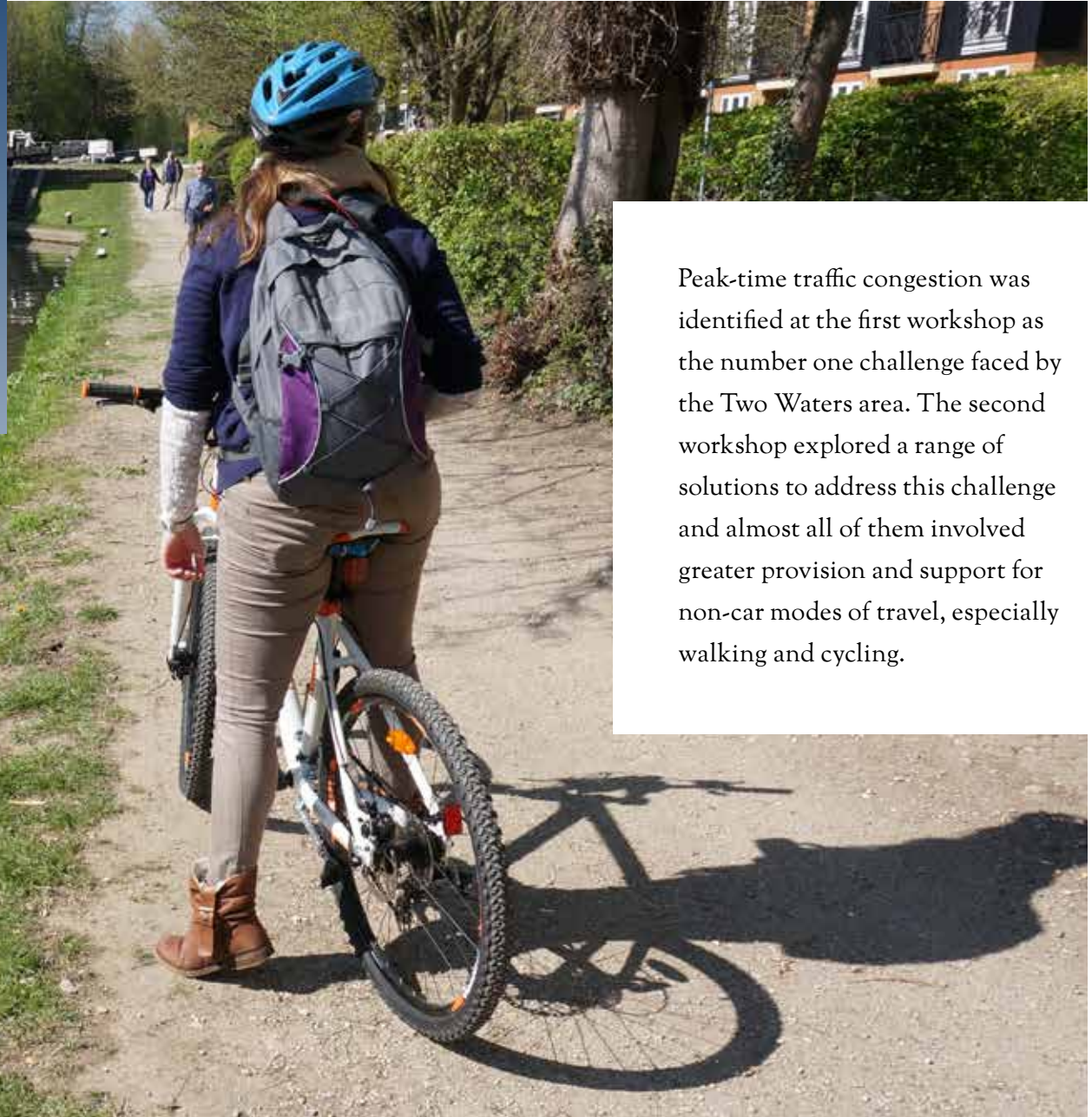
KEY

-  Positive and active built frontages
-  New residential
-  Better public access

The significant areas of change are on the Two Waters Road and London Road

# Access & Movement

What are the different ways people will move across the study area?



Peak-time traffic congestion was identified at the first workshop as the number one challenge faced by the Two Waters area. The second workshop explored a range of solutions to address this challenge and almost all of them involved greater provision and support for non-car modes of travel, especially walking and cycling.



## Better non-car alternatives

Encouraging walking and cycling was a key recommendation from both workshops. These active travel improvements should be aimed principally at commuters using the stations in the morning and evening peaks to help reduce the number of cars heading across the Two Waters area. The number of “green network” alternatives across the study area gives Two Waters a head-start over other similar sized-areas faced with the same challenges even if the increased intensity of development expected in future years is likely to result in an increase in traffic, at least over the short term, until such green alternatives are effectively in place.

A localised Hemel Hempstead bike hire scheme, with docking points at both railways stations and near the Magic Roundabout should be considered as it is likely to appeal to both weekday commuters and weekend leisure riders too. Improving canal towpath surfaces and lighting will help make these alternative network routes cycle-friendly. The introduction of more frequent bus services and the implementation of new bus priority measures

was also suggested. Such bus priority measures need to be investigated through more detailed access and movement work to assess the effects of the reallocation of existing road space.

Peak-time traffic congestion is considered a critical issue within Two Waters and the workshop results suggest that much of this traffic, especially along London Road is due in part to commuters travelling to and from both railway stations. This traffic flow can be further obstructed by parked cars and tight bridges along. Some participants at the workshops believed that the introduction of a new central train station (i.e. relocation the two train stations to a single, more central location, about midway between the two current locations) could help alleviate this problem.

## Car parking

The workshops revealed a desire to see greater car parking provision across the Two Waters, especially at the railway stations, but providing more parking space for cars is only likely to encourage greater cars use within Two Waters and therefore add to current traffic congestion.



The area has a significant length of waterside routes, and while much of this network is way-marked participants at the workshop events felt more could be done to make these routes more legible and more accessible.

## Future master plan work

The following access and movement issues remain outside the scope of the strategic framework but can be addressed by a future, more detailed master plan for Two Waters. These topics are to be confirmed through a formal master planning brief, that takes the strategic framework as its basis. Access and movement topics for a master plan to address include:

- More precise street and/or carriageway widths;
- Location and extent of underground services and how this may affect delivery/costs;
- Travel demand patterns, to be determined through movement survey work;
- Car parking levels, to be informed by more detailed proving layout work and site capacity testing (i.e. number of residential units will inform car parking levels);
- Public transport viability, for example on new routes and services;
- Rail provision/re-provision of station requirements and expansion;
- Other issues, to be determined by a future master planning brief.

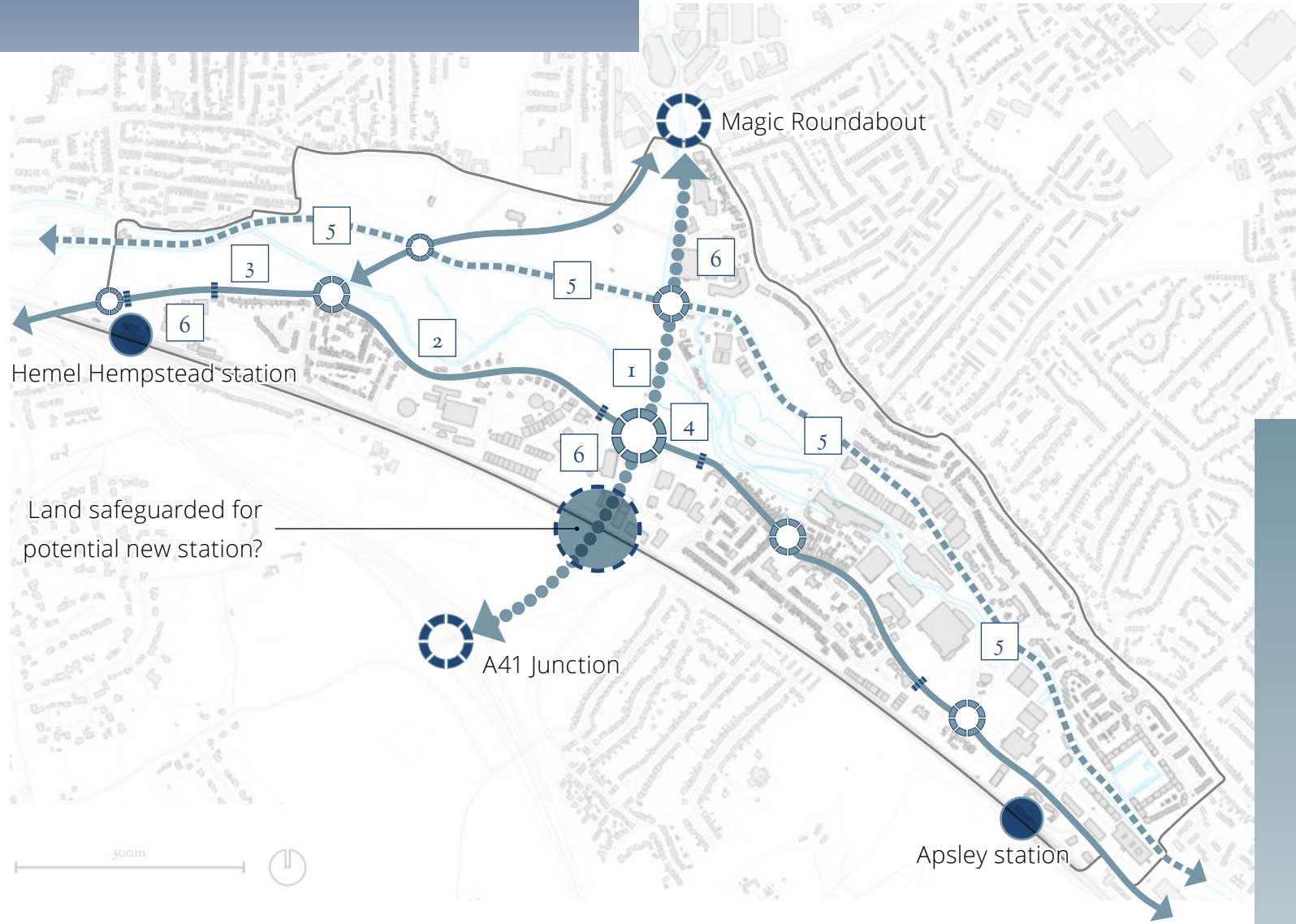
## Access & movement

The strategic framework advises that in terms of access and movement, the following guidance should apply:

- 1 Two Waters Road should become a “green boulevard approach road” linking the town centre with the A41; The street should be multi-modal with renewed emphasis on active travel modes (i.e. walking and cycling) and include bus priority measures;
- 2 London Road needs to become an “address street” with redevelopment opportunity sites providing strong active frontages to the street. This street should also be multi-modal with renewed emphasis on active travel modes;
- 3 London Road needs more frequent pedestrian crossing points, especially close to origin/destinations such as the railway stations;
- 4 The Station Road and London Road junction should be redesigned as a civic space with shared-space or free-flowing traffic qualities; The A414 and London Road junction needs to be simplified and incorporate better cycling and walking infrastructure while supporting a smooth and efficient flow of traffic;
- 5 Waterside routes and canal tow paths require smooth, well-drained surfaces to encourage access for all across all seasons;
- 6 Areas with higher levels of parking demand are likely to be found in the where clusters of taller buildings will be permitted.

# Access & Movement Framework Plan

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KEY

- Junctions with improved pedestrian and cycling facilities
- Improved pedestrian crossing points

Given its green and open nature, the area must prioritise active travel

# Streets & Spaces

What qualities should the different streets and spaces have across the study area?



Perhaps the defining quality of Two Waters is the green and open nature of the landscape at the heart of the area. This is the memorable image for the visitor and local resident alike. Green, attractive, distinctive, dynamic and open were the top five descriptors as established by the tasks at the first workshop and now the framework needs to set out how these qualities can be maintained and enhanced.

## Green spaces, civic spaces

While there is a glorious green heart to the study area, there is a marked absence of high quality civic spaces (e.g. market squares, town squares, small hard-landscaped spaces etc).

A primary candidate for a new civic square is Hemel Hempstead station, that currently offers a poor quality welcome to visitors. Such a new civic space could be introduced if the area also accommodates an increase in workers and residents through the redevelopment of the adjacent sites. At the very least, the landscape and public realm across the station forecourt front needs to be improved and there should be high quality mapping and signage (e.g. legible city infographics) of the Two Waters area available to visitors on arrival.

Apsley is another area that would benefit from the introduction of a proper civic space. A small-square to accommodate local events (e.g. farmer's markets) will help give this active community a greater sense of identity and focus. Further engagement with the residents, businesses and landowners is required to pursue this idea.

## Green routes, great streets

As already mentioned, the Two Waters Road should become a green boulevard approach road linking the town centre with the A41 junction. The street should be multi-modal with renewed emphasis on active travel modes (i.e. walking and cycling) and include bus priority measures. Avenue planting along this street will help deliver the step-change that is sought.

## Continuity & enclosure

Potential redevelopment of the B&Q site offers the opportunity to create a waterside destination for the public, perhaps anchored by leisure uses and food/drink uses. Redevelopment principles for this site should insist on direct access to a public waterfront and the creation of a high quality civic space as a focus for the area.

Any redevelopment of the site needs to be economically viable and deliver a regular income to the Box Moor Trust (the site's landowner) as income from this site contributes greatly to the upkeep of the green open space in the heart of the Two Waters area.



Two Waters Road is a primary route into the town centre and lead to a positive user-experience, with high quality development edging the street and overlooking the open space to the west. However, the current land uses and urban forms fail to exploit this opportunity and therefore the framework sets out how redevelopment could bring about a positive change in this area.

## Future master plan work

The following streets and spaces issues remain outside the scope of the strategic framework but can be addressed by a future, more detailed master plan for Two Waters. These topics are to be confirmed through a formal master planning brief, that takes the strategic framework as its basis. Streets and spaces topics for a master plan to address include:

- Further work needs to be done to test the feasibility and deliverability of the small-scale civic space envisaged in the Apsley area. The area of search for this space is likely to be in and around the big-box retail units and successful delivery may result in the loss of some parking spaces in return for an attractive focal point for the neighbourhood. Further engagement with the residents, businesses and landowners is therefore required to pursue this idea;
- More detailed street and/or carriageway design standards and widths;
- Hard and soft landscape specifications, such as planting schemes and design details;
- Maintenance regimes;
- Other issues, to be determined by a future master planning brief.

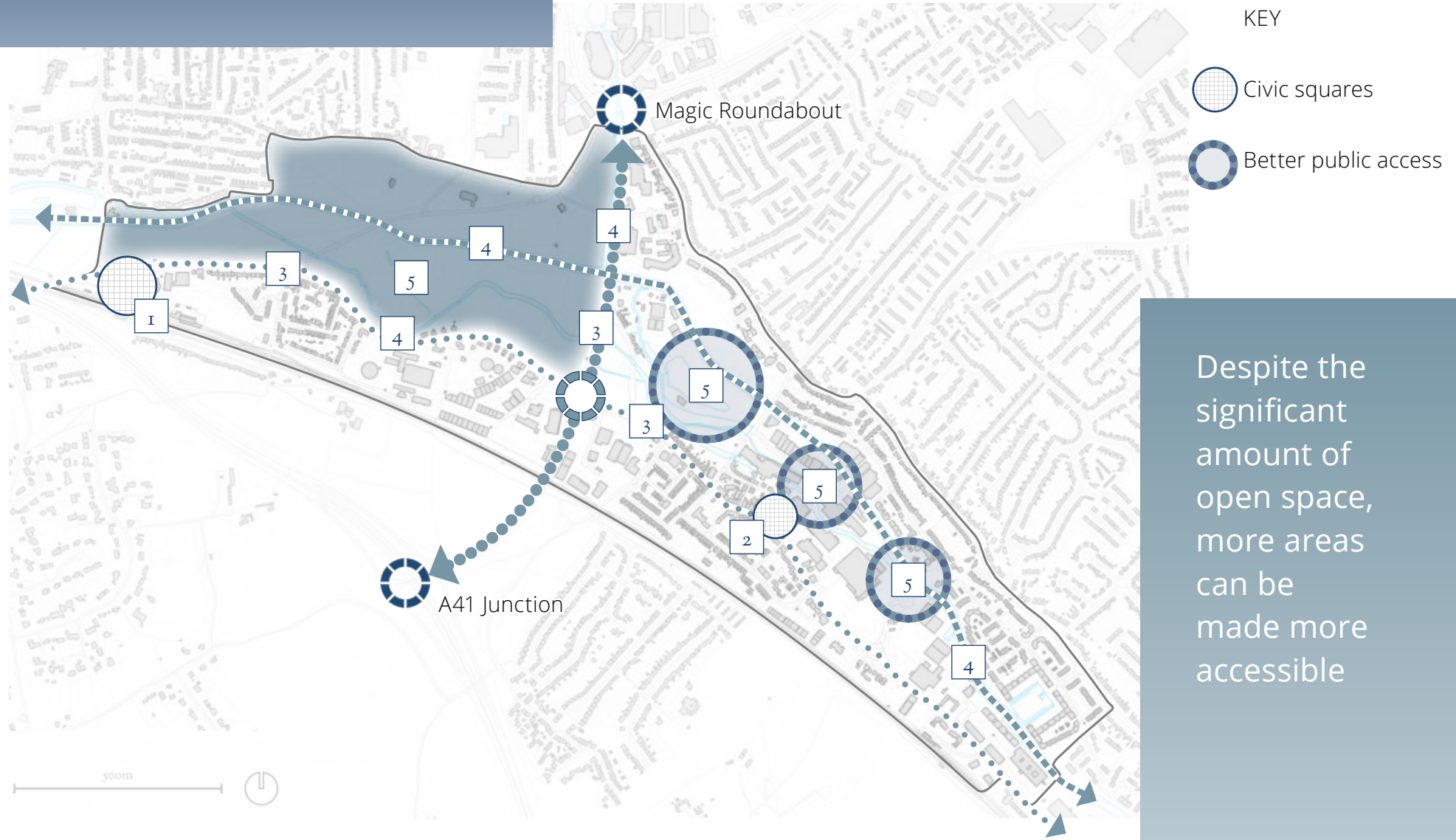
## Streets & Spaces

The strategic framework advises that in terms of streets and spaces, the following guidance should apply:

- 1 Key public realm interventions are required around Hemel Hempstead railway station to deliver a new civic square and welcome space; this landscaped space could be cross-funded/linked to new residential development on adjacent sites;
- 2 A small-scale civic space (i.e. approx. 25m x 25m) in Apsley to provide a focus for the local community should be delivered; a small area of existing surface car park may be needed to deliver this high quality pedestrian-focused landscaped square;
- 3 The implementation of street-tree planting schemes to create avenues and/or boulevards along Two Waters Road and sections of London Road will be encouraged; such interventions can raise land values on adjacent sites and widen the redevelopment opportunities as well as mark out the primary movement routes and reinforce the street network hierarchies;
- 4 The user experience for all streets and spaces should be walkable, safe, convenient, connected, active and open;
- 5 Significant investment in the maintenance of the green opens spaces in the heart of the study area together with new investment to open up and offer greater accessibility to the green and blue infrastructure network to the east of Two Waters Road.

# Streets & Spaces Framework Plan

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# Form & Detail

Which architectural and design principles should inform new development proposals?



The combination of buildings, green open space and the local environment is key to the charm of Two Waters. The rich mix of architectural styles across the area provides an attractive backdrop and the design quality of the many individual buildings and structures, such as the canal bridges, enhances this mix further. New designs need to be complimentary to this existing mix. The delivery of quality open space alongside innovative architecture was a key design feature of the original 1947 New Town plan and the strategic framework seeks to recapture the spirit of this pioneering movement.



## Distinctive design

Workshop participants described Two Waters as being distinctive due to its unique mix of design styles that nevertheless integrate well e.g. old and new architecture compliment one another. Future master plan work should seek to create design codes (or similar) specific to the area in order to better define exactly what is distinctive about the area how this ideas can be realised through future developments.

## Taller buildings

There was general agreement at the second workshops that general agreement that the area south of the Magic Roundabout, Hemel Hempstead station and the A414 and London Road junction are suitable places for a taller building clusters. Building heights along the Two Waters Road could be lower than that suggested at the workshop (i.e. 5-6 storeys) as development should not over-shadow the canal and not be too overpowering.

Likewise, Hemel Hempstead railway station is also in a sensitive location, with a more

immediate proximity to the Box Moor Trust open space than some other areas. Taller buildings here also need to acknowledge the presence of more domestic-scale urban forms further east along London Road.

## High density, high quality

Should higher density forms of development come forward, then the necessary infrastructure (e.g. high quality pocket parks, communal gardens) to support these higher density new residential forms is needed. Without this open space provision to offset the intensity of the development, then the pressure on the Box Moor Trust land is only likely to increase further as new residents seek recreational opportunities across the heart of the area.

## Two Waters Road

New development edging the Two Waters Road should be set back to allow sufficient space for attractive boulevard tree planting and the provision of multi-modal movement infrastructure (e.g. generously wide cycle paths).



Functional and attractive two-storey domestic-scale architecture can be found across the Two Waters and makes up the bulk of the “background” buildings across the study area. While there is a pressure to deliver more innovative, high-rise developments (with some schemes already being granted planning permission subject to agreement) care must be given to the successful juxtaposition of these contrasting urban forms.

## Future master plan work

The following form and detail issues remain outside the scope of the strategic framework but can be addressed by a future, more detailed master plan for Two Waters. These topics are to be confirmed through a formal master planning brief, that takes the strategic framework as its basis and include:

- Building density i.e. calculations based on plot ratio, site coverage, viable developable areas etc;
- Design codes, or similar, setting out specific architectural approaches;
- Detailed building heights policy;
- Topography and building heights advice based on AOD figures;
- Materials, detailed form, massing and rooflines;
- Other issues, to be determined by a future master planning brief.

## Form & Detail

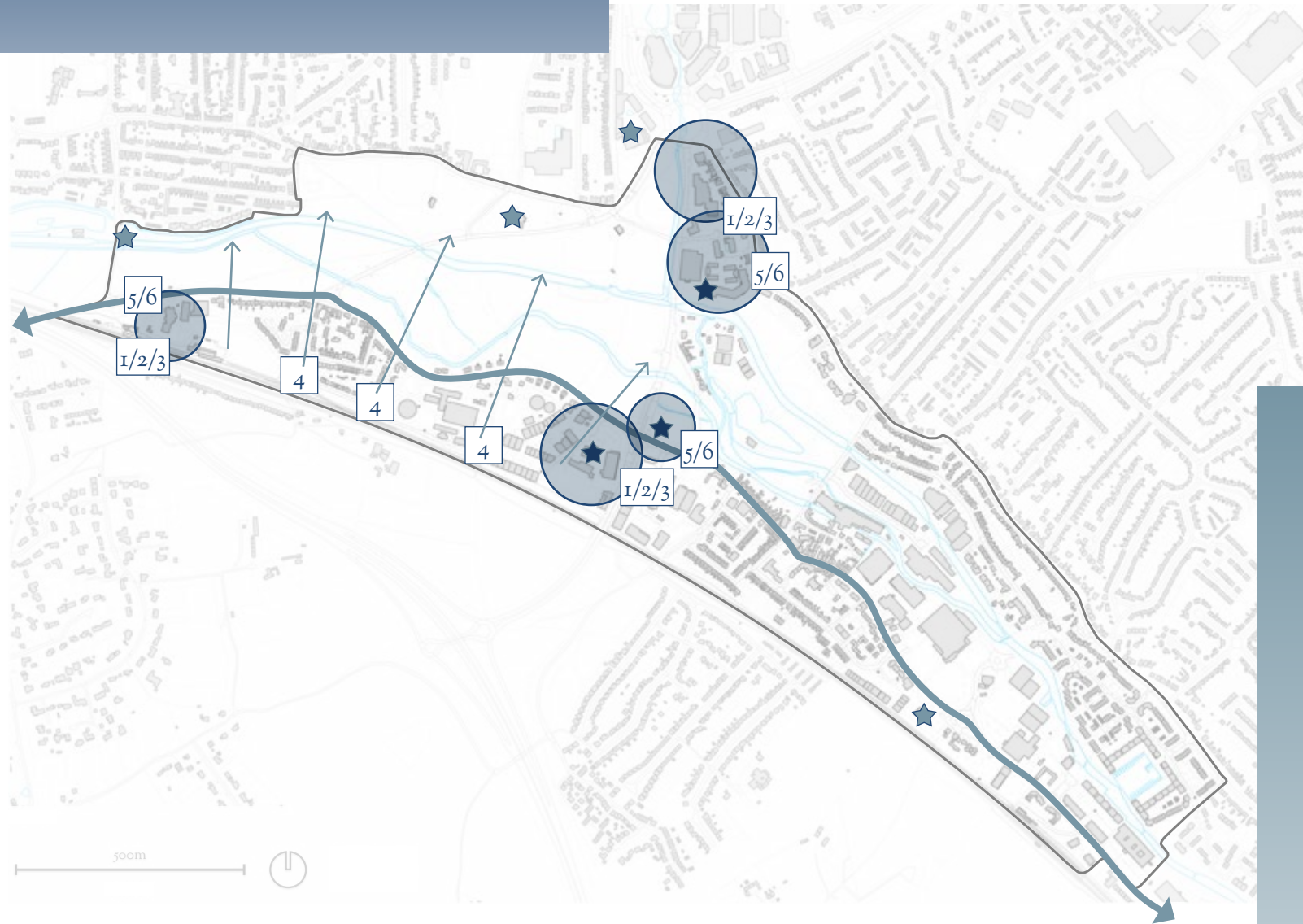
The strategic framework advises that in terms of form and detail, the following guidance should apply:

- 1 The creation of greater intensity around Hemel Hempstead railway station, the Two Waters Road and the A414 and London Road junction; this intensity can be offset by open gaps in between the development to provide views to and from the open space;

- 2 The creation of taller building clusters around Hemel Hempstead railway station, the Magic Roundabout and the A414 and London Road junction; Careful consideration about how such clusters will impact on neighbouring developments and longer distance views to be resolved through future master plan work;
- 3 Taller and more intense development needs to be in areas of high accessibility so the successful implementation of active travel modes to these identified areas will be critical;
- 4 In areas where the land rises (e.g. between London Road and the railway line) redevelopment should positively exploit this level change to allow longer distance views into open countryside to the north either between or over the top of other buildings;
- 5 A fresh contemporary approach to architecture will be welcomed but care is needed to ensure scale, density and visual qualities enhance and compliment the existing built forms, especially heritage assets and more domestic scale architecture;
- 6 The pioneering tradition of the New Town movement, especially its deliver of high quality homes through innovation in architecture can be reinterpreted for Two Waters in the 21<sup>st</sup> Century; Contemporary ways of achieving this include ecological innovation, technological innovation and community asset building, for example.

# Form & Detail Framework Plan

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## KEY

- ★ Landmark opportunities
- ★ Existing landmarks
- Intensity clusters
- ↗ View lines

The area needs to recognise its gateway location relative to the town centre

The first workshop provided a wide range of views on the Two Waters area.

See Report Appendix for details.





The second workshop provided a rich range of information and opinion on the future of Two Waters.

See Report Appendix for details.











## Agenda item: 13

### Summary

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	<b>Conservation Strategy 2014-2019</b>
Contact:	<p>Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration</p> <p>Author/Responsible Officer</p> <p>James Doe, Assistant Director – Planning, Development and Regeneration</p>
Purpose of report:	To seek final approval of the Conservation Strategy for the Borough of Dacorum following public consultation.
Recommendations	<ol style="list-style-type: none"> <li>1. That the Conservation Strategy, as set out at Appendix 1 to this report which sets out the Borough Council's corporate approach to Conservation matters in Dacorum be adopted.</li> <li>2. That authority is delegated to the Assistant Director (Planning, Development &amp; Regeneration), in consultation with the Portfolio Holder for Planning and Regeneration, to approve the rolling Action Plan.</li> </ol>
Corporate objectives:	<p>Regeneration – the Strategy will be instrumental in helping to guide new developments where heritage considerations are important</p> <p>Dacorum Delivers – the Strategy provides a corporate framework for best addressing Conservation and heritage issues across the organisation</p> <p>Building Community Capacity – the successful implementation of the Strategy will be enhanced by the engagement of external organisations.</p> <p>Safe and Clean Environment – the Strategy is aimed at making</p>

	the best of the Borough's rich built heritage.
Implications:	<p><u>Financial</u></p> <p>The proposed Strategy makes use of established budgets to deliver the core Conservation service and provides a platform and direction from which to consider future actions which might require non-recurring expenditure.</p> <p><u>Value for Money</u></p> <p>The proposed Strategy provides a basis from which to prioritise expenditure; it provides a basis for seeking external funding, should opportunities arise; it takes a balanced approach to assessing matters of heritage value without committing the Council to excessive expenditure.</p>
Risk Implications	To be completed as part of the forthcoming Action Plan to support the Conservation Strategy.
Equalities Implications	Not directly applicable for the Conservation Strategy. The detailed action plan to follow will require the completion of an Equalities Impact Assessment.
Health And Safety Implications	None arising from this report.
Monitoring Officer/S.151 Officer Comments	<p><b>Deputy Monitoring Officer:</b></p> <p>The strategy sets a framework to guide council decision making in relation to conservation matters and should assist informed and consistent decision making.</p> <p><b>Deputy S.151 Officer</b></p> <p>There are no direct financial implications of this report. Any resource allocations made consequently will need to be determined by the budgets allocated through the MTFs and annual budgeting process.</p>
Consultees:	<p>Cllr Graham Sutton, Portfolio Holder for Planning and Regeneration</p> <p>Sara Whelan, Group Manager – Development Management &amp; Planning</p> <p>Chris Taylor, Group Manager – Strategic Planning and Regeneration</p>
Background papers:	<p>DBC Conservation Strategy</p> <p>Dacorum Local Planning Framework Core Strategy 2013</p>

	National Planning Policy Framework 2012 National Planning Policy Guidance 2014
Glossary of acronyms and any other abbreviations used in this report:	A full Glossary is set out within the Conservation Strategy

## Background

1. Approval of the proposed Conservation Strategy 2014-2019 for the Borough of Dacorum for the purposes of consultation was given at the Cabinet meeting of 21 October 2014.
2. Conservation of the built heritage of the Borough of Dacorum is an important issue for the Council, the Borough's residents and businesses. Dacorum is rich in heritage with some 2000 listed buildings and 25 Conservation Areas. Recently, the Council has invested £1.2 million into the Hemel Hempstead Old Town High Street public realm scheme, which has considerably improved this historic part of the town and will hopefully lift business activity and vibrancy. It is a good example of where an enhancement and celebration of the Borough's heritage can lead to wide-ranging improvements.
3. To sensitively manage the Borough's built heritage, it is important that the Council has in place a strategy to guide its activity, the deployment of resources and engagement of external bodies in the field of conservation.
4. The time is right for a new Conservation Strategy. The last version was produced in 2008, largely to set a programme for carrying out reviews and character appraisals of Conservation Areas. Though many such reviews have been completed since then, this programme has to be completed. Furthermore there have been changes to legislation and Government policy which ought to be properly reflected in the Council's forward programme of work in this field. Importantly, the new strategy should be comprehensive and cover all relevant aspects of conservation work.
5. The draft before Members in this report, included at Appendix 1, aims to do this. It will serve as the Council's corporate statement on, and commitment to, conservation matters as they relate to built heritage.
6. To elaborate, the Strategy covers the following areas (in no order of priority):

1.	Development Management	Taking a major part of the capacity of the Council's conservation staff, this is critical for the determination of submitted proposals and the defence of refusals at appeals and inquiries.
2.	Photographic database of Listed Buildings	To ensure that the Council has an up to date visual record of the Borough's Listed

		Buildings
3.	Listed Building Survey	Proposals for an assessment of buildings as they come to light where listing is justified
4.	Buildings at Risk	Where historic buildings are at risk of deterioration or failure, use of statutory powers to enable repairs to be carried out by the owner
5.	Conservation Area Character Assessments	The completion of the programme of CA reviews; 17 areas remain to be done
6.	Locally Listed Buildings and non-designated Heritage Assets	To set a mechanism for how assets of heritage value that are not already covered by a formal designation (e.g. Listed Building, Conservation Area, Scheduled Ancient Monument etc) can be identified and recorded.
7.	Article 4 Directions	These are designations the Council can make to withdraw rights over 'permitted development' that the landowner could otherwise do without the need to apply for planning permission.
8.	Enhancement projects	A key role here for the Council's Corporate Regeneration Group, to consider how key historic features of the Borough can be enhanced (such as Hemel Old Town and the Water Gardens).
9.	Guidance	The production of specific guidance for developers, where necessary and when it is not available from another source, such as English Heritage. This includes the development of Conservation-related policy in the emerging Local Planning Framework.
10.	Planning Enforcement	Specialist support for the enforcement function when formal action has to be taken over breaches of planning and listed building control.
11.	Promoting Heritage	A general activity to develop the heritage offer of the Borough, which is particularly important for the promotion of Dacorum through the Dacorum: Look No Further programme.

12.	Archives	There is a need to assess, record and relocate the Council's historic assets contained within the Civic Centre ahead of the move to The Forum.
13.	Changes to Legislation	There is a need to stay on top of legislative change as it happens. Since the last strategy, for example, Government has introduced the concept of Heritage Assets, and made changes to the approval regime around developments within Conservation Areas.

6. The involvement of outside agencies is an important part of any strategy for built heritage. Members will be familiar with the Council's engagement of the Heritage Lottery Fund, which has supported and is funding in large part plans for the restoration of the Jellicoe Water Gardens; of the Dacorum Heritage Trust, which the Council provides funding for, and which it works on a number of projects such as the Bury Museum and Art Gallery and production of the Hemel Old Town heritage trail; and of regular liaison with English Heritage on a range of cases, to name just a few bodies.

### Public Consultation

7. Consultation took place with heritage organisations, local interest groups and Town and Parish Councils between 17 February and 9 March 2015. In total 9 responses were received. These responses, and Officers comments on these responses, are set out in the table included in Appendix 2.
8. Members should note that the Strategy has been amended in response to the comments received and that these are shown highlighted at Appendix 1 and listed at Appendix 3.
9. Many of the critical points raised through the consultation process have already been acknowledged in the October 2014 and October 2015 Cabinet Reports in the 'Implications' section. It is crucial to point out here that the proposed Conservation Strategy is an overarching strategic document for the whole Council and not simply a work programme for one service within it. The Strategy provides a platform and direction from which to consider future actions and a basis from which to prioritise expenditure. It is a flexible framework within which specific activities can be done as resources and priorities allow.
10. The Conservation Strategy is clear in setting out the areas for action, provides a firm timetable for the completion of the Conservation Area Character Appraisals and outlines a clear process for the assessment of Heritage Assets. It is also expected that a key task of Conservation Officers will be to support the Development Management function through their work on planning applications, consultee responses, enforcement action and appeal cases.
11. The exact detailing of this work, as well as the other areas for action outlined in the Conservation Strategy, will be set out in the Action Plan. This will be a rolling 12 monthly document to reflect the fact that priorities and budgets can

change over the period of the Strategy. The role of the Action Plan(s) has been added to the revised Conservation Strategy.

12. Comments were received during the consultation that the Strategy is 'Hemel-centric' in nature. However, these comments appear to have been generated by the use of examples from Hemel Hempstead within the Strategy. However, the Strategy is a Borough wide document and the Areas for Action cover the whole Borough and can clearly be read as such.
13. A couple of respondents also highlighted the lack of a 'design' emphasis within the Conservation Strategy. In response to this it is important to note that the importance of design is mentioned in the CEO comment at the front of the Strategy. The NPPF states that good design is indivisible from good planning. Therefore all Planning and Conservation officers should, as a matter of course, put good design at the heart of their considerations.
14. It is also important to emphasise the positive feedback received during this consultation process. It worth highlighting that the two national bodies who responded to the consultation are supportive of the Strategy. English Heritage (now known as Historic England) considers that the Strategy, "*should help with a number of the Council's planning and conservation activities, including planning policy and proactive interventions*". English Heritage also state that, "*the Strategy will be a useful planning and development management tool*". Meanwhile The Twentieth Century Society are, "*pleased to see that the Council are committing to a new strategy and are considering pro-active measures to conserve and enhance the historic environment in the Borough*".
15. In light of the consultation responses it has been considered necessary to make a number of changes to the draft Conservation Strategy that Members considered in October 2014. The full list of changes are contained in Appendix 3 to this report. In summary, however, the key changes relate to the explicit explanation of the role of the rolling Action Plans, a new section of archiving and the opportunities for community involvement, further information regarding the work being undertaken for the 'Buildings at Risk' register, and further information regarding the role of Conservation officers in Development Management and their potential for conflict resolution.

### **Next Steps**

16. Members are invited to adopt the Conservation Strategy 2014-2019.
17. Once approved, an action plan to commit the deployment of resources to deliver the constituent parts of the Strategy will need to be developed.
18. Members should note that the Strategy has been drafted to work within current budget constraints, but provides the opportunity for further work to take place if resources (such as grant funding) become available. Decisions on the specific deployment of resources, both staff and finance, will be taken through the consideration of the Action Plan, which would be a rolling 12 monthly document.
19. As set out under the recommendations to the report, it is considered that the approval of the rolling Action Plan be delegated to the Assistant Director

(Planning, Development & Regeneration) in consultation with the Portfolio Holder for Planning and Regeneration.

**DACORUM BOROUGH COUNCIL**

**CONSERVATION STRATEGY  
2014-2019**



## Conservation Strategy 2014-19

Comment by CEO

“ .....  
.....”

*The Council has the twin role of ensuring the protection of the historic environment together with its enhancement through the delivery of high quality buildings.*

*The last Conservation Strategy was approved in July 2007, and now requires updating. Significant changes have occurred: at the national level, the National Planning Policy Framework and the new Enterprise and Regulatory Reform Act have been introduced; at Borough level, a new Core Strategy has been adopted.*

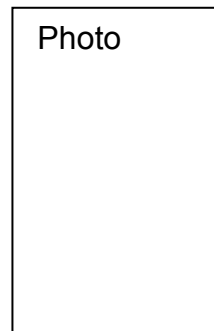
*The NPPF recognises that good design is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people.*

*Our Local Plan meets the NPPF requirements in providing a positive strategy for the conservation and enjoyment of the historic environment including heritage assets most at risk through neglect, decay or other threats. The policy recognises that heritage assets are an irreplaceable resource and should be conserved in a manner appropriate to their significance.*

*Recognising the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring, this strategy represents Dacorum’s commitment to protect and enhance the historic built environment by*

- *sustaining and enhancing the significance of heritage assets and putting them to viable uses consistent with their conservation;*
- *ensuring new development makes a positive contribution to local character and distinctiveness; and opportunities to draw on the contribution made by the historic environment to the character of a place.*

Signature



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*Bovington Conservation Area*

## Introduction

Dacorum has a rich historic environment with 941 Listed Building entries, relating to some 2,000 individual buildings and 25 Conservation Areas. **The Borough also benefits from having 28 scheduled monuments and 3 historic gardens within its area.**



The historic environment contributes immeasurably to the quality of our lives. Historic features add tradition, continuity and character to a place, as well as being an asset for the economy, the environment and the wider community. There are education and community benefits to discovering our heritage and crafts. There are significant benefits to the environment through the reuse of historic buildings. The promotion of cultural heritage and tourism, associated with historic places, is a driver of economic development. Higher land values are invariably linked with such design excellence. Total return on listed properties outperforms non-listed properties over the short, medium and long-term.<sup>1</sup>

The historic built environment is under pressure from development **and regeneration** - the threat of infilling and replacement with new, sometimes uninspiring buildings and the erosion of historic features in the public realm need to be carefully mitigated and managed. Equally, there is scope for regeneration and considerable enhancement of the character and appearance of some existing places in the Borough.



This strategy identifies the Council's priorities over the next seven years for the conservation, enhancement and regeneration of the Borough's heritage assets. It represents a significant opportunity for conservation to play a dynamic role in ensuring these assets are at the centre of place-making in Dacorum.

<sup>1</sup> <http://www.english-heritage.org.uk/content/imported-docs/a-e/encouraging-investment-industrial-heritage-at-risk-investment-performance.pdf>

*All development will favour the conservation of heritage assets. (Policy CS27)*

## **Heritage and the Council's Vision and Priorities**

This Conservation Strategy will assist in delivering the Council's Vision and some of its Key Priorities:

### *Regeneration*

Heritage excellence and variety encourages tourism to Dacorum, which in turn creates economic benefits. Every £1 of investment in the historic environment generates £1.6 of additional economic activity over a ten year period.<sup>2</sup> People gain enjoyment from visiting memorable places. Opportunities for engagement with heritage activities comprise part of the tourism offer of an attractive place to live and work and visit. Having a vibrant community that appreciates, engages with and actively promotes its heritage helps regenerate the area as a whole and enhances its reputation.

### *Safe and Clean Environment*

In conserving and enhancing our built and natural environment, heritage excellence helps to promote active and healthy lifestyles and reduce crime.

### *Building Community Capacity*

Dacorum has a thriving heritage community. Heritage activity provides opportunities for volunteering and a focus for community action and engagement, thereby building community capacity. By engaging with our stakeholders, the Borough will deliver the infrastructure necessary to promote our vibrant heritage sector and rich local history.

### *Dacorum Delivers*

The promotion of local heritage engenders a sense of civic pride, encouraging residents to be proud to be part of Dacorum. Heritage excellence clearly benefits the reputation of the Borough. **The role of the local population in supporting the Borough's heritage is recognised.**



<sup>2</sup> <http://hc.english-heritage.org.uk/Previous-Reports/HC-Economic-Impact/>

Heritage Assets include all the valued components of the historic environment. *“All heritage assets are important and should be conserved. The weight given to the specific form of protection or conservation will vary according to the importance of that asset.”*<sup>3</sup>

**Our remit**

**All aspects of Dacorum’s historic environment**

- Listed Buildings
- Locally Listed Buildings
- Conservation Areas
- Parks & Gardens
- Buildings at Risk
- Historic landscapes including our portion of the Chilterns AONB
- Scheduled Ancient Monuments
- **Archaeology**
- Heritage Assets within the Public Realm

<b>How we do it</b>		
<p><b>RESEARCH to</b></p> <ul style="list-style-type: none"> <li>• identify ‘significance’ of assets, gaps in knowledge and aspects of local distinctiveness</li> <li>• consult and liaise with stakeholders and partners on heritage issues</li> <li>• work in partnership to secure funding to improve heritage assets</li> <li>• feed into watching and development briefs</li> </ul>	<p><b>ADVICE on</b></p> <ul style="list-style-type: none"> <li>• conservation of existing listed buildings</li> <li>• changes to Conservation Areas</li> <li>• changes to heritage assets through the planning process</li> <li>• new buildings within their settings</li> <li>• the Council’s own historic property and asset transfer</li> <li>• public realm enhancements where they affect heritage assets</li> <li>• policy development affecting heritage</li> <li>• development briefs and regeneration proposals</li> <li>• 106/CIL Agreements</li> <li>• enforcement issues</li> </ul>	<p><b>ACTION to</b></p> <ul style="list-style-type: none"> <li>• work with owners and agents to achieve satisfactory outcomes to applications affecting heritage assets</li> <li>• deliver the programme of Conservation Area Appraisals</li> <li>• deliver high quality enhancement projects where they affect heritage assets</li> <li>• recommend Article 4 Directions</li> <li>• produce descriptions and lists of locally listed buildings</li> <li>• secure ‘Spot Listings’</li> <li>• work with Enforcement where necessary</li> <li>• recommend Building Preservation Notices and Compulsory Purchase Orders and serve where appropriate</li> <li>• take part in relevant Appeals</li> <li>• maintain records of heritage assets</li> <li>• find solutions for Buildings at Risk</li> <li>• proactively explore opportunities for generating income</li> </ul>

<sup>3</sup> Dacorum Borough Council’s Core Strategy: Paragraph 17.3

*The integrity, setting and distinctiveness of designated and undesignated heritage assets will be protected, conserved and if appropriate enhanced. CS27*

### **Areas for Action**

**The Conservation Strategy sets out the areas for action as described below. The exact detailing of this work will be set out in the Action Plan. This will be a rolling 12 monthly document to reflect the fact that priorities and budgets can change over the period of the Strategy.**

#### **Photographic Database of Listed Buildings**

The Council will seek to construct a database of photographs of Listed Buildings in the Borough. This is a vital record of historic buildings which aids assessment of applications for listed building consent and provides a dated benchmark for use in investigating any alleged unauthorised changes to Listed Buildings. The original 1994 Survey Photographs will be scanned for comparison.



#### **Listed Building Survey**

Currently some of Dacorum's Listed Building surveys are the oldest in Hertfordshire dating back to 1973. Through the on-going programme of Conservation Area Appraisals the Council will review of the current stock of Listed Buildings, and potential additional buildings worthy of Listing. Buildings and structures outside a Conservation Area will be assessed and re-assessed on an ad-hoc basis as they come to light.

#### **"Buildings at Risk"**

Dacorum's 'Buildings at Risk' register was originally produced in 1993 and was last reviewed in 1999. The Council will seek during the period of this strategy to re-assess all of the buildings at Risk in the Borough, **initially to be achieved in conjunction with the Listed Building Photographic Survey.**

The Council will seek to identify vulnerable heritage assets which are not being maintained or allowed to fall into a state of disrepair. Assessments will be made, as required, when these vulnerable assets come to light as the appropriate and proportionate course of action to protect them. This may include the use of formal enforcement action, Article 4 Directions, building preservation and urgent work notices, spot listing and applications for funding.



*Development will positively conserve and enhance the appearance and character of conservation areas. Negative features and problems identified in conservation area appraisals will be ameliorated or removed. (Policy CS27)*

### Conservation Area Character Appraisals

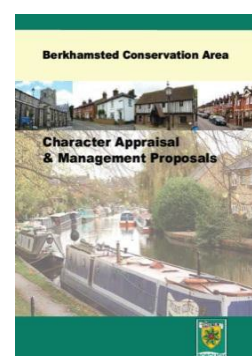
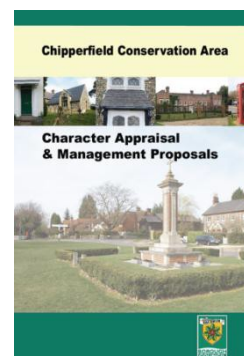
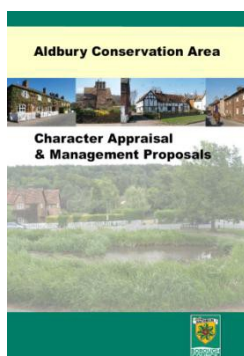
Appraisals assist in defining local distinctiveness and help to guide applicants and agents on planning issues. Character statements with policy objectives are the main outputs of the appraisal work. It also provides the basis for promoting enhancement work in historic areas. Conservation Area boundaries are also reviewed during the Appraisal process.

Of the 25 Conservation Areas in the Borough, the following have been completed:

Conservation Area	Approved
Aldbury	29 July 2008
Bovingdon	28 July 2011
Chipperfield	28 July 2011
Frithsden	28 July 2011
Great Gaddesden	28 July 2011
Nettleden	28 July 2011
Hemel Hempstead	21 January 2014
Berkhamsted	21 January 2014

Appraisals for all remaining conservation areas will be produced within the timescale of this strategy.

Tring & Markyate	2014-15
Kings Langley (3 areas), Flaunden, Northchurch	2016
Ringhshall, Dudswell, Winkwell	2017
Wilstone, Flamstead, Potten End, Water End	2018
Piccotts End, Little Gaddesden, Long Marston	2019



*The effect of an application on the significance of a non-designated heritage asset should be taken into account in determining it (NPPF)*



### Locally Listed Buildings and Non-Designated Heritage Assets

Many of Dacorum's heritage assets are already covered by formal designations. There are however other heritage assets without such protection under national legislation, but whose architectural and/or historic role needs to be recognised to ensure they are accorded an appropriate level of protection.

Locally listed buildings are being identified through the production of Conservation Area Appraisals. Hertfordshire Gardens Trust is surveying Dacorum's Parks and Gardens. Other locally-listed buildings and non-designated heritage assets will be identified through the planning process and considered according to policy and guidance.

Methods of identifying non-designated assets outside Conservation Areas being considered are:

- site allocations DPD and associated master planning process
- neighbourhood plans
- nominations to the Assistant Director, Planning and Regeneration.

Whichever route is followed, owners and local residents or groups with local knowledge are consulted. Reasonable steps will be taken to ensure property owners are informed of the Council's intention to locally list or designate their property in some way and are provided with draft descriptions.

The process allows for properties to be afforded weight as a heritage asset for the purposes of Policy CS27 in the Council's Core Strategy whilst the consultation is undertaken. The process will operate to a 3 month time frame with any decisions to designate requiring the approval of the Development Control Committee of the Council.

The process for the assessment of whether buildings or structures should be designated as heritage assets is set out at Appendix 1.

The criteria used for assessing any undesignated heritage assets are set out in Appendix 2.



## Article 4 Directions

Article 4 Directions are issued by the Council in exceptional circumstances where specific control over development is required, primarily where the character of an area of acknowledged importance would be threatened. Such Directions are usually applied over an area rather than an individual property and are registered as a Local Land Charge, so that subsequent owners of a property affected will normally be aware of their existence. The effect of such a Direction is to remove permitted development rights, thereby necessitating a planning application to be made.

The use of Article 4(2) Directions can in certain circumstances be used as a tool for controlling development in sensitive areas where survival of important architectural features is threatened. The Council has applied Article 4 Directions in a number of key areas, particularly in Berkhamsted.

In deciding which buildings should be protected we follow certain criteria to make sure that the same standards are used on all properties considered for Article 4 Protection.

<i>Individual</i>	The building should have some distinctive feature that is either architectural, historical, representative of a particular style or form of building or make a positive contribution to the street scene and its surroundings.
<i>Group Value</i>	Although individual buildings are considered, in general, groups of buildings are preferred because of their greater contribution to the environment of the area.
<i>State of Preservation</i>	Where possible buildings should be in their original, or near original, condition. The greater the degree of alteration the less suitable the property is for protection. The exception to this is where one building in a group has been drastically altered but the remainder are intact.
<i>The Surroundings</i>	The quality of the building's surroundings is important, not so much the state of upkeep as the proximity of Listed Buildings, or other groups to be protected by a Direction.
<i>Potential Threat</i>	Evidence that the building itself, or a similar building elsewhere, is likely to be altered.
<i>Suitability</i>	The particular features or character of the building to be protected must satisfy one of the categories controlled by an Article 4 Direction.

With the production of the Conservation Area Appraisals, the significance of heritage assets within each area has been identified and informs the selection of properties for Article 4(2) Directions.

Some properties outside Conservation Areas will also benefit from the serving of an Article 4 Direction. These will be considered on an ad hoc basis as opportunities arise.



## Enhancement Projects

The Council's Corporate Regeneration Group will play a role in shaping and delivering capital projects.

- Town Centre Improvements across the Borough
- Projects in Hemel Hempstead identified from the Town Masterplan 2013 such as the Restoration of the Water Gardens and others affecting heritage assets
- Environmental improvements across the Borough identified through local development documents and Conservation Area Appraisals
- Enhanced interpretation and recognition of the New Town and key buildings
- Potential regeneration schemes identified through conservation area appraisals.

In addition, the Council will seek to support schemes that are developed in partnership or that attract additional external funding.



### Guidance

The adopted Core Strategy provides the policy framework for considering development proposals for Listed Buildings and Conservation Areas. The Council will only produce specific guidance if it is unavailable elsewhere, and it is necessary to support the Council's priorities.

The Development Management DPD will be supported by SPD Guidance relating to the Historic Environment. This will follow the completion of the Conservation Area Appraisals, which is planned for 2019.

Specific guidance can also provide a valuable source of information to property owners of Listed Buildings, help promote the enhancement and protection of historic areas and provide clarity for applicants to guide them through the pre-application process. The intention is not to duplicate advice which is readily available on other organisations' websites, such as that provided by English Heritage.

### Supporting the Planning Enforcement function

Listed buildings are a finite and irreplaceable asset. The Council will use the powers invested us through this legislation to ensure that Listed Buildings, Conservation Areas and other such protected areas and assets, their settings and any features of special architectural or historic interest which they possess are conserved to the highest standards.

Where harm has been incurred, support will be given to assist any enforcement investigation in assessing whether a breach of Listed Building control has taken place and works have been carried out against adopted policies and national advice provided in the NPPF and legislation.

### Archives

The Council offices will be moving to The Forum at the beginning of 2017. The current Council offices, the Civic Centre, contain a number of historical documents. These documents include early twentieth century planning application documents, New Town documents, historical maps, paintings, photographs and the Henry VIII plaque on the front of the Civic Centre.

These artefacts will be need to be assessed and where appropriate recorded and / or moved to alternative locations. The important role of the Dacorum Heritage Trust and other local community groups will be considered when undertaking this work.

## Promoting Heritage in Dacorum

There are many ways in which the Council helps to raise awareness of the rich heritage within the Borough.

- Putting forward buildings in the Borough for awards
- Identifying and building awareness raising into enhancement projects
- Working with a wide range of partners internally and externally to raise awareness of heritage assets and how they can be appreciated as a means of promoting tourism
- **Working with Town and Parish Councils and local Citizens Associations.**
- Exploring new methods to engage with communities when consulting on historic building environment issues
- Heritage Open Days
- Drawing up and entering into Heritage Partnership Agreements
- Identifying significant heritage assets and where appropriate, putting forward buildings for 'Spot-listing'
- Providing talks to stakeholder groups in the Borough
- **Collaborative working with museums /archives in the promotion of the local historic environment.**



*In determining applications, local planning authorities should require an applicant to describe the significance of any heritage assets affected, including any contribution made by their setting.*

### Improving Conservation advice in Development Management

Conservation officers provide advice on Planning and Listed Building Applications and generally advise on numerous enquiries regarding development proposals.

In the light of policy and legislation, any applications involving alterations to Listed Buildings are fully assessed and provided with specialist informed advice. The Council seeks to provide effective and speedy advice with consistency running through from inception with pre-application enquiries to applications to ensure the quality of applications and decisions.

Since Conservation officers have moved back within the Development Management function it is expected that a key task of Conservation Officers will be to support the Development Management function through their work on planning applications, consultee responses and appeal cases. This will enable a more comprehensive process in dealing with any heritage concerns arising from development pressures.

### Responding to Changes in Legislation

The Enterprise and Regulatory Reform (ERR) Act 2013 has introduced a number of changes to the listed building consent system in England. Apart from replacing Conservation Area Consent with the need to apply for Planning Permission, and allowing new listings to be more precise in defining the special interest of the structure, opportunities exist:

- to establish Heritage Partnership Agreements which allow listed building consent to be granted for specified works of alteration or extension, but not demolition, to individual or groups of listed buildings covered by the Agreement.
- for Local planning authorities to create Listed Building Consent Orders which grants listed building consent in respect of works of any description for the alteration or extension, but not demolition, of listed buildings. The consent granted by the Order means that the owner(s) of the listed buildings covered will not need to submit repetitive applications for works already granted consent by the Order.
- to apply at any time for a Certificate of Immunity from listing, which lasts for five years, Previously it could only be done if the building was subject to an application for planning permission. This is so that the special interest of the building can be established at the earliest stage in planning for any development.
- for Local Planning Authorities to issue Certificates of Lawfulness of Proposed Works. These provide formal confirmation that proposed works of alteration or extension, but not demolition, of a listed building do not require listed building consent because they do not affect its character. There is no obligation for anyone to apply for a Certificate.

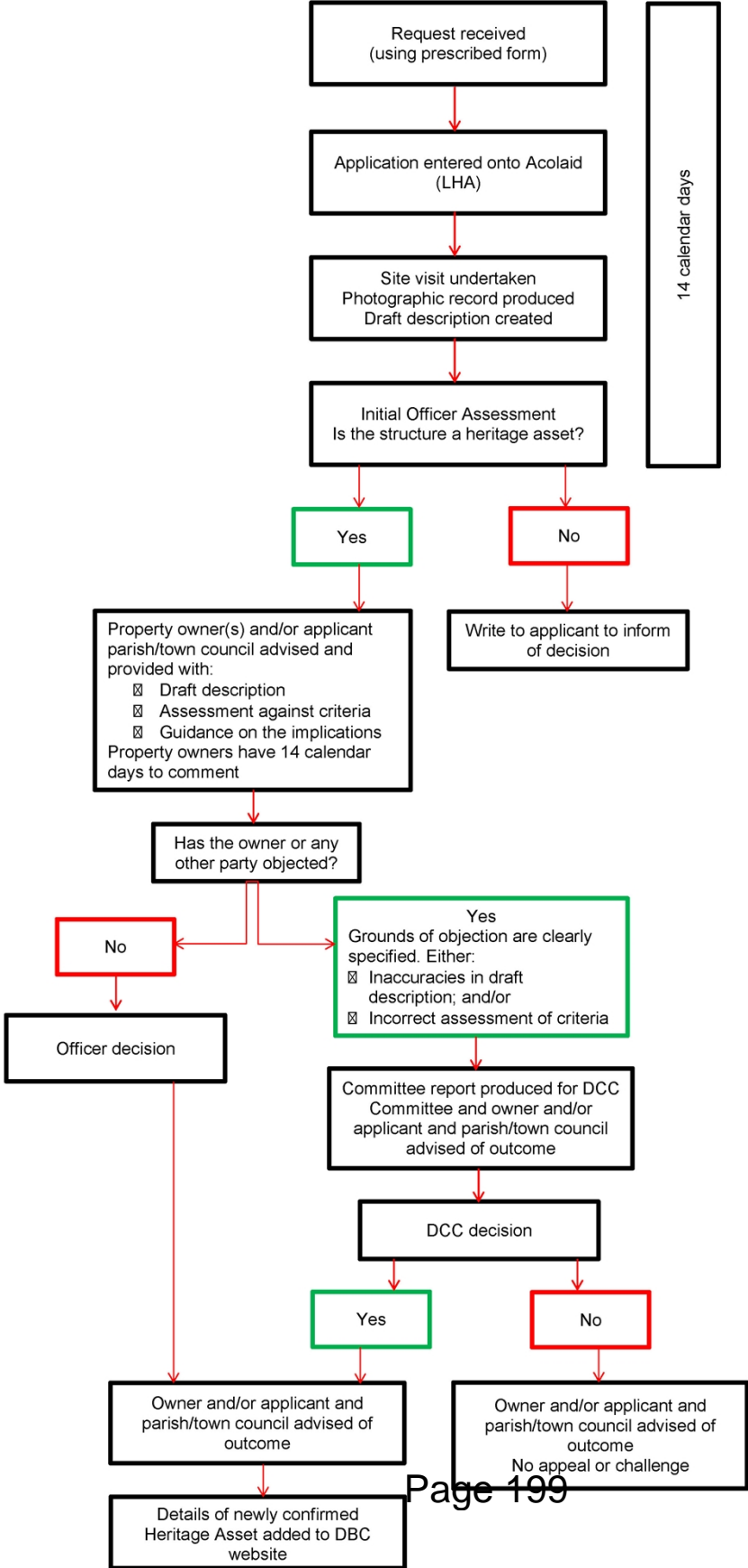
Heritage Partnership Agreements will be supported where it can be demonstrated that they promote improvements and understanding. Whilst this Strategy does not highlight the Council's specific intention to apply any listed building consent orders, these will be considered on an ad hoc basis as opportunities arise.

A system will be implemented to respond to requests for Certificates of Lawfulness. The process essentially formalises a process already followed whereby enquiries as to whether

listed building consent is required are logged and answered.

**Appendix I - Map: Assessment of Heritage Assets**

**Process Map: Assessment of Heritage Assets**



## Appendix 2 - Criteria for assessing undesignated Heritage Assets

<i>Age</i>	The age of the asset may be an important criterion and can be adjusted to take into account distinctive local characteristics
<i>Rarity</i>	Appropriate for all assets, as judged against local characteristics
<i>Aesthetic value</i>	The intrinsic design value of an asset relating to local styles, materials or any other distinctive local characteristics
<i>Group value</i>	Groupings of assets with a clear visual design or historic relationship
<i>Evidential value</i>	The significance of a local historic asset of any kind may be enhanced by a significant contemporary or historic written record
<i>Historic association</i>	The significance of a local heritage asset of any kind may be enhanced by a significant historical association of local or national note, including links to important figures
<i>Archaeological interest</i>	This may be an appropriate reason to designate a locally significant asset on the grounds of archaeological interest if the evidence base is sufficiently compelling and if a distinct area can be identified
<i>Designed landscape</i>	Relating to the interest attached to locally important designed landscapes, parks and gardens
<i>Landmark status</i>	An asset with strong communal or historical associations, or because it has especially striking aesthetic value, may be singled out as a landmark within the local scene
<i>Social and communal value</i>	Relating to places perceived as a source of local identity, distinctiveness, social interaction and coherence; often residing in intangible aspects of heritage contributing to the “collective memory” of a place

## Glossary

**Article 4 direction:** A direction which withdraws automatic planning permission granted by the General Permitted Development Order.

**Buildings at Risk:** The Building at Risk register is a register of buildings whose structure & stability is at risk or being compromised due to lack of maintenance

**Certificate of Immunity:** Confirms that a building will not be subject to Listing for a period of five years.

**Certificates of Lawfulness of Proposed Works:** Formal confirmation that proposed works of alteration or extension, but not demolition, of a listed building do not require listed building consent.

**Conservation Area:** A Conservation Area comprises an area of special architectural or historic interest. Designation as a Conservation Area provides the opportunity to preserve or enhance the area's character by controlling building demolition, allowing greater control over new development and protecting important features such as trees.

**Heritage asset:** A building, monument, site, place, area or landscape identified as having a degree of significance meriting consideration in planning decisions, because of its heritage interest. Heritage asset includes designated heritage assets and assets identified by the local planning authority (including local listing).

**Heritage Partnership Agreement:** Allows listed building consent to be granted for specified works of alteration or extension, but not demolition, to individual or groups of listed buildings covered by the Agreement.

**Historic environment:** All aspects of the environment resulting from the interaction between people and places through time, including all surviving physical remains of past human activity, whether visible, buried or submerged, and landscaped and planted or managed flora.

**Listed building:** A Listed Building is included in the Statutory List of buildings of special architectural or historic interest, Grade II, Grade II\* and Grade I.

**Listed Building Consent Orders:** Grants listed building consent in respect of works of any description for the alteration or extension, but not demolition, of listed buildings.

**Locally Listed Building:** A Locally Listed Building is a building, structure or feature which, whilst not listed by the Secretary of State, the Council feels to be an important part of Dacorum's heritage due to its architectural, historic or archaeological significance.



Organisation	Summary of Comments	DBC Response
<p>Berkhamsted Town Council (original comments)</p>	<p>The Town Council welcomes the statement at the third paragraph of the CEO introduction: 'The National Planning Policy Framework (NPPF) recognises that good design is a key aspect of sustainable development, is indivisible from good planning, and should contribute positively to making places better for people.</p> <p>We welcome reassertion in the CEO introduction that the strategy is to meet NPPF requirements for the conservation and enjoyment of heritage assets most at risk....' and that heritage assets are an irreplaceable resource...</p> <p><i>The strategy contains much on policy and process; but there is no action plan to indicate how the strategy will be delivered, by whom, when, how progress will be monitored or how various initiatives will be resourced. Without some clarity on how the strategy will be delivered, the document has no teeth and can only remain aspirational.</i></p> <p><i>The draft strategy does not reflect the pro-active approach suggested by the quote from the NPPF. The body of the strategy reads more as a passive statement. It needs to be more specific on actions and resources that will deliver the strategy. Those actions mentioned in the document are referred to as 'ad hoc' which does not give any indication or confidence that the strategy will be delivered in a principled and planned way.</i></p> <p><i>There are potential conflicts between regeneration in its wider sense, and heritage assets. The strategy should recognise those potential conflicts and specify the criteria and process the Borough would use to resolve them.</i></p> <p><i>Despite the importance which the National Planning Policy Framework (NPPF) puts on design, there is no reference to design at all in the strategy. Design is a key aspect of sustainable development and should be reflected quite specifically throughout the document. The Town Council places a high value on preserving the Conservation Area, Listed Buildings and all heritage assets. We would not want to see a separation of Conservation and Design in the strategy nor a dilution in the good work of the Borough Conservation and Design Officers.</i></p>	<p>There will be a rolling yearly Action Plan attached to the Strategy – this has been made clearer in revised version. The Action Plan will turn aspirational into deliverables.</p> <p>It is not considered that there is a conflict, rather a balance of considerations. This balance is recognised in draft Strategy and has been described further in Dev. M'tment section of revised version.</p> <p>The importance of design is mentioned in the CEO comment. The NPPF states that good design is indivisible from good planning. Therefore all Planning and Conservation officers should as a</p>

	<p><i>How we do it table - Page 6: Any reference to design is omitted from the table. As a minimum, there should be a reference to guidance on design as one of the entries under ADVICE.</i></p> <p><u>The Town Council welcomes proposals for the database and would want the strategy to have more detail on how and when this would be completed, how the archive would be maintained; and how the public, academics and others might get access to the information it contains. We ask that the database includes all heritage assets in the Borough, not just listed buildings.</u></p> <p><u>We suggest more specific detail on how the survey will be undertaken than through ‘the on-going programme’. We ask that the survey be extended to include all buildings and structures outside a Conservation Area as a planned and pro-active piece of work, rather than on ‘an ad hoc basis as they come to light.’</u></p> <p><u>The strategy appears to concentrate on heritage assets in the Conservation Area. We suggest the strategy should seek to provide an up-to-date assessment of all heritage assets, and a database be systematically maintained and updated.</u></p> <p><u>We note that the last ‘Buildings at Risk’ register was reviewed some 15 years ago. The Town Council would welcome more information in the strategy on when the re-assessment will take place, with a clear completion date.</u></p> <p><u>We disagree with an approach that assessments will be made ‘when vulnerable assets come to light.’ By then it may be too late to take action to protect a building. We suggest the approach in the strategy be to identify all and potential ‘buildings at risk’ and for risks to those buildings to be pro-actively managed and to ensure they are preserved.</u></p> <p><u>We would want to see all locally listed and non-designated Heritage Assets to be identified and assessed as part of a systematic review, rather than waiting for currently non-designated assets to come to light during the planning process and</u></p>	<p>matter of course put good design at the heart of their considerations.</p> <p>Specific projects with timetables for delivery would be outlined in the Action Plan.</p> <p>The CA Character Appraisals tender process has now been completed. Other requests for action would be dealt with upon receipt dependent on departmental resources.</p> <p>It is considered appropriate that this Strategy focuses on Listed Buildings and Conservation Areas. Additional work will depend on future resources.</p> <p>The ‘Buildings at Risk’ register is being reviewed in conjunction with the Listed Building photographic survey. Revised version of Strategy reflects this work.</p> <p>Budgetary constraints realistically limit the work that can be done in the Strategy period. Nevertheless this assessment will be undertaken for the</p>
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	<p><u>when those assets may have already deteriorated quite substantially. This review should encompass assets outside of the Conservation Areas. We note that the Corporate Regeneration Group will play a role in shaping and delivering capital projects, including town centre improvements.</u></p> <p><u>You will be aware that all of Berkhamsted town centre is in the Conservation Area and reiterate the point regarding potential conflicts between regeneration and heritage assets. We ask that the strategy should recognise those potential conflicts and specify the criteria and process the Borough would use to resolve them.</u></p> <p><u>We would welcome reference to the Town Council's proposed Berkhamsted Streetscape Strategy, to be jointly funded by the Borough and Town Council, which will focus on the High Street and Conservation Area, and on which we will draw on the Borough's substantial experience of Conservation and Heritage issues.</u></p> <p><u>Rather than only producing specific guidance if it is unavailable elsewhere, we suggest that guidance should be as comprehensive as possible and to be of most value, particularly to potential planning applicants. This might include signposted links to other sources wherever appropriate.</u></p> <p><u>We would ask that specific guidance be provided as part of a Conservation and Design remit, to include the issues that are consistently questioned in applications to heritage buildings and those in the Conservation Area, such as shop fronts, advertising/lighting, and the form of rear extensions and dormers.</u></p> <p><u>We would also seek clarification and guidance on what Conditions can and cannot be approved where they have a bearing on the Conservation Area and Listed Buildings.</u></p> <p><u>We ask that there should be a more specific details regarding the approaches to enforcement that will be to be taken by the Borough when investigations show, that for example, heritage assets have been neglected, not least to encourage</u></p>	<p>settlements being evaluated under the Conservation Area Character Appraisals. Draft version of Strategy already reflects this work.</p> <p>See earlier response regarding 'conflicts'.</p> <p>The Berkhamsted Streetscape Strategy has not been finalised. Projects arising from this document could be added to the Action Plan if appropriate and if resources allow.</p> <p>National government guidance is to steer away from local guidance and to use Historic England guidance where available.</p> <p>Specific projects with timetables for delivery would be outlined in the Action Plan.</p> <p>Conditions are site specific. DM can proactively support Town &amp; Parish Councils in this area if required.</p> <p>The Council's procedures for taking planning enforcement action are outlined in the Local Enforcement</p>
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	<p><u>compliance with the strategy and to show that there will be consequences for those that do not.</u></p> <p><u>The Town Council welcomes the response to changes in legislation being included in the strategy, but suggests the powers available should become an integral part of the strategy and shows how and where the powers and tools that are available can be used, rather than a distinct and stand-alone section.</u></p>	<p>Plan.</p> <p>It is considered that the draft Strategy already meets this aim.</p>
<p>Berkhamsted Town Council (further comments)</p>	<p>Following the publication of the Draft Conservation Strategy and the associated consultation, a response has been received from the Berkhamsted Citizens Association, the primary points of which are articulated below;</p> <ul style="list-style-type: none"> <li>▪ The BCA would welcome a more proactive approach with a greater commitment to action and associated budgeting with respect to this strategy.</li> <li>▪ The BCA would welcome a more systematic approach to evaluating the historic built environment, with a greater access to records for researchers in this area.</li> <li>▪ The concept of a photographic database of listed buildings is welcomed and it is suggested that this be extended to all heritage assets in the Borough, not just listed buildings. It is acknowledged that the BCA provided a photographic record of Berkhamsted High Street in 2001 in this context.</li> <li>▪ With respect to a Listed Building Survey, it is pointed out that this seems heavily dependent upon Conservation Area Appraisals, although it is unclear who is to undertake this work, or when.</li> <li>▪ The notion that Buildings at Risk might ‘come to light’ is considered insufficient and a more proactive approach to seeking out and protecting such assets is recommended.</li> <li>▪ It is noted that Hemel Hempstead has a ‘Heritage Improvement Strategy’ and suggests the same for Berkhamsted, to include a review of street furniture, lighting and shop fronts.</li> <li>▪ It is recommended that guidance in this context be more widely distributed, perhaps via leaflets and on-line information.</li> </ul>	<p>This will be covered in the rolling Action Plans.</p> <p>A systemic approach is being undertaken in the CA character appraisal work with a consultant now being finalised.</p> <p>The dates for the production of the outstanding Conservation Area Appraisals is stated in the draft Strategy. The ‘Buildings at Risk’ register is being reviewed in conjunction with the Listed Building photographic survey. Revised version of Strategy reflects this work. The Strategy is a Borough-wide document. Specific projects with timetables for delivery would be outlined in the Action Plan.</p>

	<ul style="list-style-type: none"> <li>▪ There is a concern around the level of resources being committed to the promotion of heritage within Dacorum. The concept of ‘Heritage Partnership Agreements’ might represent a way forwards in this context.</li> <li>▪ The main concerns raised revolve around the lack of an ‘Action Plan’ with which to take the Strategy forwards, together with an associated weakness in funding and the availability of the necessary resources.</li> </ul> <p><u>The full response from the BCA has no doubt been received and considered by the DBC. The Berkhamsted Town Council would like to add its support to this response and, in particular, recommend a properly funded Action Plan with which to proactively pursue the Conservation Strategy. It is acknowledged that our local ‘Heritage’ is an important factor in the character of both Berkhamsted and the Dacorum Borough. As such, it is instrumental in attracting both tourism and other business related activities to the area. The Town Council is thus supportive of the points raised by the BCA and would recommend further discussion around the Conservation Strategy with a view to ensuring that it is both properly funded, properly represented within the broader Council portfolio and subject to a proactive Action Plan with which to take it forwards. Suggestions in this context from DBC are consequently welcomed.</u></p>	<p>HPAs are a tool to simplify the consent procedures for Listed Buildings. They have no connection with the promotion of heritage assets. The role of the Action Plan(s) is specifically stated in revised version of Strategy.</p>
<p>Boxmoor Trust</p>	<p>It seems quite comprehensive. <i>I may have overlooked it but it seems odd that the adopted Heritage Policy Jan 2013 to which the Trust contributed is not acknowledged?</i></p> <p><u>It seems quite comprehensive but is perhaps a little light on the opportunities for community engagement/involvement and providing support that would enable more members of the public to more engaged in the various activities. This could be done directly or by a closer working relationship with specialist interest and community groups. There are quite a number of proven templates in other areas of the country.</u></p>	<p>Opportunities for community work are already written into draft Strategy, with new section regarding archiving added to the revised version.</p>
<p>Berkhamsted Local History and Museum Society</p>	<p><i>There are many gaps and vague statements, which need to be clarified as to how plans are to be carried out. The emphasis appears to be on Regeneration rather than the active promotion</i></p>	<p>The role of the Action Plan(s) is specifically stated in revised version of Strategy.</p>

	<p><i>of Heritage. All examples for this are cited from Hemel Hempstead, perhaps because they have not received adequate attention in the past. Anyone reading the document could be forgiven for thinking that Dacorum meant Hemel Hempstead instead of Hemel Hempstead, Berkhamsted, Tring, Kings Langley and a number of smaller villages, a very disparate area whose population has very differing responses to Heritage.</i></p> <p><u>The Bull public House, a listed building, was identified in the Conservation appraisal for Berkhamsted as being at risk. What mechanism is in place to protect such buildings?</u> <u>The emphasis appears to be on Regeneration rather than the active promotion of Heritage</u></p> <p><u>Although they have received mention little is actually said of the active work done by Local History Societies such as ours founded in 1950 and by Civic Societies. Members recently assisted the Hertfordshire Buildings Trust and BEAMS in checking on listed buildings and suggesting local listing for buildings with important historical associations. This Society also negotiated with Berkhamsted Town Council and English Heritage to obtain better information for visitors to Berkhamsted Castle, a scheduled Ancient Monument.</u></p> <p><u>Nothing is said about the role of the local population in supporting heritage and actively saving buildings such as Berkhamsted Town Hall and the Rex Cinema. We are invited to take part in Consultation but are views taken into consideration or acted upon?</u></p> <p><u>Dacorum Look No Further: This tourism promotional body includes Heritage and has a borough –wide perspective. Last summer delegates from the south and east of England had a guided tour of the Borough attractions, including Apsley Paper Trail, Berkhamsted Castle and its historic Town centre and Ashridge House.</u></p> <p><u>Heritage Open Days: These could be promoted much more widely. The Berkhamsted Local History &amp; Museum Society has arranged them in</u></p>	<p>It is not agreed that the draft Strategy is Hemel-centric. It is a Borough wide Strategy.</p> <p>This not the case. The Strategy emphasises the promotion of heritage assets equally to the role heritage plays in regeneration in both the introduction and in their individual sections. It must also be remembered that Regeneration is a key priority for the Council.</p> <p>Recognition of the role of the local population has been added to the revised version of the Strategy.</p> <p>The Council wishes to celebrate is highly valued heritage assets. Specific</p>
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	<p><u>Berkhamsted for fourteen years and opened about 12 different sites. They have always been very well attended. Tring has also arranged a few. In Hemel Hempstead there have been one or two. DBC, BTC have had no involvement. nor given financial support in Berkhamsted.</u></p>	<p>projects are budget dependant and would involve working with Tourism Officer.</p>
<p>Twentieth Century Society</p>	<p>The Society is pleased to see that the Council are committing to a new strategy and are considering pro-active measures to conserve and enhance the historic environment in the Borough. The Society is particularly encouraged by the commitment to identify more locally listed buildings, and the completion of Conservation Area Appraisals.</p> <p><u>We believe that further measures are called for in respect to the rich Twentieth Century heritage of the Borough which is at present under-represented both by national listings and by Conservation Area designation. We would urge Dacorum Council to add a specific undertaking to consider the designation of a conservation area recognising the value of the Twentieth Century New Town heritage which forms such a significant element in the borough. We would request that should the proposed strategy alter in any material way we would be grateful of notification of the changes, as The Society may wish to re-assess the document and comment further.</u></p>	<p>Positive feedback</p> <p>20<sup>th</sup> century assets are equally being considered at time of CA character appraisals. Additional projects are dependent on departmental resources.</p>
<p>English Heritage</p>	<p>We welcome the production and update of a conservation strategy for Dacorum, which should help with a number of the Council's planning and conservation activities, including planning policy and proactive interventions.</p> <p><i>Council's Vision and Priorities:</i> this section provides a useful overview of the strategy's links to the Council's vision and priorities....The Research, Advice, Action table is a good summary of the overall strategy.</p> <p>We consider that the conservation strategy clearly sets out areas for action for the conservation of both designated and non-designated heritage assets. The creation of a photographic database, listed building survey, Building at Risk re-assessment, and Conservation Area Appraisals all aim to</p>	<p>Positive feedback</p>

	<p>build understanding of the historic environment in Dacorum.</p> <p>Through actions to gather evidence and understanding about the historic environment, the strategy will be a useful planning and development management tool.</p> <p>We welcome the focus on building community capacity and the recognition that heritage provides opportunities for volunteering and focus for community action and engagement.</p> <p><i>Further consideration on actions to build understanding (if not already existing) could include: townscape character assessments to map local character and distinctiveness as well as visual assessments to aid in the protection of the setting of heritage assets, or a Conservation Area Management Plan to bridge the management of all CAs.</i></p> <p><i>We suggest that the purpose of the strategy could be made more explicit with a clear set of aims and objectives and the overall need for the strategy, as well as information into the precursor documents the strategy links to or progresses from, the higher level documentation it links to such as the Local Plan.</i></p> <p><i>The introduction and strategy should avoid references to the 'historic built environment', as it suggests that it is only interested in built elements and not those with are archaeological or landscape based. 'Historic environment' is a more inclusive term. The opening sentence of the introduction should also refer to the number of scheduled monuments and registered parks and gardens to emphasise the non-built elements of the historic environment. Non-designated heritage assets (buildings, parks and archaeology) should also be mentioned to give a wider overall picture. The box on page 6 of the strategy could refer to archaeology.</i></p> <p><u>We note the timetable for producing conservation area appraisals, and advise that they are kept up to date as regularly as possible.</u></p> <p><u>The committee report for the draft strategy details engagement with local groups</u></p>	<p>This work forms part of the CA character appraisals.</p> <p>The draft Strategy does link to the Local Plan in the 'Guidance' section.</p> <p>Changes have been made to the draft Strategy to reflect these comments.</p> <p>Specific projects with timetables for delivery would be outlined in the Action Plan.</p>
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	<p><u>such as the Dacorum Heritage Trust with some mention of engagement also under local listing. As a stated priority for local heritage, we suggest that a clearly stated engagement plan for local stakeholders with an interest in the historic environment would add strength this focus in the strategy document. Engagement through local listing could strategically build community capacity through actively seeking nominations for local assets. English Heritage guidance exists to enable this online at:</u> <a href="http://www.englishheritage.org.uk/caring/listing/local/local-designations/local-list/">http://www.englishheritage.org.uk/caring/listing/local/local-designations/local-list/</a></p> <p><u>We support the Council's promotion of Article 4 Directions, although consider that they should not just be issued in "exceptional circumstances" as the first sentence suggests. They should be issued in general circumstances where specific control over development is required, and should form part of the regular review of conservation areas and other heritage assets. They should be considered beyond conservation areas, such as to control certain forms of permitted development to locally listed buildings.</u></p> <p><u><i>Promoting Heritage in Dacorum</i> - This section is well thought out however we suggest further consideration should be given to the inclusion of collaborative working with museums/archives in the promotion of the local historic environment. Such partnership working may support an integrated heritage offer across the Borough as well as open up further options for engagement /building community capacity and funding. The appointment of a Heritage Champion within the Council would also support collaborative working to conserve the historic environment internally and externally (see <a href="http://www.helm.org.uk/heritage-champions/">http://www.helm.org.uk/heritage-champions/</a>).</u></p>	<p>Government guidance in the Planning Practice Guidance states that, "Conditions restricting the future use of permitted development rights or changes of use will rarely pass the test of necessity and should only be used in exceptional circumstances".</p> <p>'Collaborative working with museums/archives' added to list of bullet points in 'Promoting Heritage' section.</p>
<p>Markyate Parish Council</p>	<p>Markyate is rich in heritage and this must be protected <i>Having considered this at the 3 March 2015 meeting, the Parish Council agreed they wish to be involved in the Design Strategy as they have concerns about conservation in Markyate.</i></p> <p><u>The Parish Council were concerned that the previous appraisal was inaccurate and would wish to ensure that the new appraisal is correct.</u></p>	<p>These comments will be considered further during work on the Markyate</p>

	<u>The Parish Council is anxious to preserve the last of the archways leading through to the rear of properties, most of which have been lost by permitted development.</u>	Conservation Area Character Appraisal.
Chilterns Conservation Board	<i>No Comment</i>	
Berkhamsted Citizens Association	<p><i>BCA regret the short consultation window for such an important document. The Association's comments will therefore necessarily be briefer than would otherwise be the case. Supports the formation of a new Conservation Strategy for Dacorum.</i></p> <p><i>Looking back over our work since 1974, and submissions made by the BCA over the last 15 years, it is evident that this draft Conservation Strategy and its predecessor have been the subject of much consultation and a modest amount of action.</i></p> <p><i>The BCA would welcome a greater commitment to action and budgeting in this Strategy than is currently apparent.</i></p> <p><i>BCA also regrets the 'scattergun approach' prevalent in the text to evaluating the historic built environment; a more systematic approach would be welcomed.</i></p> <p><i>It is significant that the Council puts its Vision before Heritage in the document, and Regeneration heads the list of priorities; an obviously Hemel-centric vision. It would feel more inclusive if DBC made a specific reference to the fact that the older settlements in Dacorum make up the 25 conservation areas (and that includes old Hemel) and that the section headed Building Community Capacity included specific references to town/parish councils and civic &amp; amenity societies such as ours.</i></p> <p><i>No adequate references to Design advice, despite the statement in the CEO's Comment.</i></p> <p><i>There is no reference in this section to Conservation officers providing informal advice; or going out into the community with whom you aim to 'engage' in the</i></p>	<p>The role of the Action Plan(s) is specifically stated in revised version of Strategy.</p> <p>The splitting of conservation work into its respective Action Areas is considered to be appropriate.</p> <p>The Council's Vision must underscore all strategic documents. This is not a Hemel Hempstead or Berkhamsted Strategy, but a Borough one. Reference made as suggested in revised Strategy.</p> <p>See response to similar comment from BTC</p> <p>Conservation Officers are involved in</p>

	<p><i>previous section. Essentially the role of Conservation officers, if it exists at all as a separate entity, appears to be entirely reactive.</i></p> <p><u>This is welcomed; however the scope of electronic databases could be widened. The BCA constructed a complete photographic record of Berkhamsted High Street in 2001 and gave a copy to the Planning Department to use as a basis for assessing planning applications, particularly shop fronts. It is this sort of partnership working which could save the Borough Council time and resources. Photographic records could be made, systematically, of all heritage assets in the Borough, not just listed buildings, which are already well-protected.</u></p> <p><u>Despite a timetable for carrying out the remaining CACAs, there is no statement concerning how, or by whom, these will be undertaken, and how they will be resourced.</u></p> <p><u>What about additional buildings outside conservation areas? It seems they will be considered 'on an ad hoc basis'. This is a prime example of not adopting a thoroughgoing approach.</u></p> <p><u>It seems that BARs must 'come to light'; a faintly ridiculous assertion. BARs are generally deliberately and obviously allowed to become 'at risk', for any number of cynical reasons. It is worrying that, despite statements by English Heritage that this is a prerequisite of a competent conservation service, there is no commitment on DBC's part to seek out BARs and enforce action to preserve them.</u></p> <p><u>The BCA advocated LLBs and NDHAs in 2001 and before. Now these are a reality, but only systematically within Conservation Areas. Although Appendix II is a useful checklist for 'undesignated' assets, Appendix I seems to have DBC as judge and jury; and consideration piecemeal. Surely a systematic approach would be more cost-effective and fairer?</u></p> <p><u>This is a Hemel-weighted list, and looks for matched funding. Hemel Hempstead has a Heritage Improvement Strategy (HIS). How about a HIS for Berkhamsted</u></p>	<p>pre-application discussions and would support community involvement in planning applications.</p> <p>The earlier work of the BCA is recognised and welcomed and the planning department would welcome further collaborative working in this area.</p> <p>There is a clear commitment in the Strategy to undertake this work during the period of the Strategy.</p> <p>Budgetary constraints realistically limit the work that can be done in the Strategy period.</p> <p>The revised version of the Strategy has been altered to take into account up front work being done at same time as Listed Building photographic survey.</p> <p>The process has a built in appeal stage – giving all parties an opportunity to be heard. However, ultimately the Council will decide whether to locally list a building or not.</p> <p>Specific projects with timetables for</p>
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	<p><u>to include a review of street furniture, lighting and shop fronts? And what happened to the small grants budget for householders, to encourage them to keep original features?</u></p> <p><u>What is the justification for only producing guidance not available elsewhere? Since 2001 the BCA has advocated circulation of leaflets for specific areas (nowadays they could be available to download) to help residents understand heritage issues, and to promote good design. I cannot see any reference to Design; nor to making available informal Guidance through Conservation officers.</u></p> <p><u>In view of the continuing issue of planning applications involving rear extensions (including dormers), fenestration and materials in the Conservation Area(s), DBC seems to prefer to fire-fight than educate. The BCA makes annual Environment Awards encompassing all these issues but its reach is limited compared with the Borough Council.</u></p> <p><u>Most important is the effect lack of Guidance has on landmark buildings. An unsatisfactory outcome for the Ashlyns Sports Hall in Berkhamsted arose because Design and Conservation Guidance was not sought at an early stage. (or rather, in plain English, 'Supporting Planning Enforcement'). All of the above makes Enforcement easier and cheaper; prevention rather than cure, education rather than a 'big stick'</u></p> <p><u>The ways in which DBC raises awareness of our rich heritage is a worthy and basic list; but there is no commitment to resources which will make it a reality. The National Planning Policy Framework, adopted in March 2012, gives a stronger framework for protecting heritage. Additionally many of the items on the list are provided by the voluntary sector, such as the local history societies, local action groups, and the BCA. It would also be valuable to see, for instance, a Heritage Partnership Agreement with Ashlyns School, Berkhamsted School or the Parish Churches in all three towns; but the resources would need to be made available for such big undertakings.</u></p>	<p>delivery would be outlined in the Action Plan.</p> <p>The Council already provides considerable advice on the Conservation &amp; Design section of the web-site and through planning documents, such as Supplementary Planning Guidance.</p> <p>Specific projects with timetables for delivery would be outlined in the Action Plan.</p>
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	<p><u>Responding to Legislation</u> - Although this section is interesting, its content mostly refers to things DBC will <i>not</i> be doing. However there is no comment upon the issuing of Certificates of Immunity. The BCA would like to see how that particular opportunity would be addressed.</p> <p><u>'A greater commitment to the maintenance of DBC's own historic planning records, and affording the opportunity for access for research by students and residents would be welcomed. Our own members have been hindered in their research by a lack of access to data over recent years.</u></p>	<p>This is not a list of things DBC will not be doing. Rather it is a list of mechanisms to simplify proposals involving listed buildings, thereby giving <u>homeowners</u> greater clarity.</p> <p>The importance of this is recognised in the revised Strategy with 'Archiving' added as a further action area.</p>
Formerly CARAB	<p>The positive measurable economic impact of good conservation was very interesting to learn about.</p> <p><i>Whilst re-stating of conservation aims and objectives is welcome and the recording and survey work described is clearly essential, I am afraid that I find it very hard to pin down any indication of practical initiative which will improve the ability of householders, architects, builders and planning committees to appreciate and deliver designs, materials and workmanship which are fitting.</i></p> <p><i>Nowhere is it stated that vague imitation and simple preservation are insufficient for a considered approach to conservation and I am afraid that that mistake may lie behind the correct observation of recent building developments as "uninspiring" in the report. Such building developments make use of the character and its economic benefits without contributing to it.</i></p>	<p>It is considered that there is no need to reproduce guidance already available, e.g. by Historic England; within the NPPF, within Supplementary Planning Guidance documents.</p>

### **Appendix 3: List of changes made to draft Conservation Strategy**

- p.3 “*Archives*”: Section heading added to ‘Contents’.
- p.4 “*The Borough...area*”: Sentence added to first paragraph of ‘Introduction’
- p.4 “*built*”: Word deleted from second paragraph of ‘Introduction’.
- p.4 “*and regeneration*”: Words added to third paragraph of ‘Introduction’.
- p.5 “*The role...recognised*”: Sentence added to ‘Dacorum Delivers’.
- p.6 “*built*”: Word deleted from ‘Our remit’ box.
- p.6 “*Archaeology*”. Added to list within ‘Our remit’ box.
- p.7 “*The Conservation...Strategy*”: Paragraph added under ‘Areas for Action’.
- p.7 “*, initially...Survey*”: Words added to first paragraph in ‘Buildings at Risk’ section.
- p.12 “*Archives*”: Section (two paragraphs) added.
- p.13 “*Working with...Associations*”: Bullet point added to ‘Promoting Heritage in Dacorum’.
- p.13 “*Collaborative...environment*”: Bullet point added to ‘Promoting Heritage in Dacorum’.
- p.13 “*Identifying potential...Areas*”. Bullet point removed from ‘Promoting Heritage in Dacorum’.
- p.14 “*Since Conservation...pressures*”: Third paragraph added to ‘Improving Conservation advice in Development Management’.



## AGENDA ITEM: 14

### SUMMARY

<b>Report for:</b>	<b>Cabinet</b>
<b>Date of meeting:</b>	<b>24 November 2015</b>
<b>Part:</b>	<b>1</b>
If Part II, reason:	

<b>Title of report:</b>	Review of Scrutiny & Portfolio Holder Roles and Responsibilities
Contact:	Cllr Andrew Williams, Leader of the Council  Author/Responsible Officer: Sally Marshall, Chief Executive
Purpose of report:	To review the roles and responsibilities of individual Overview and Scrutiny Committees to improve the alignment of member and officer structures.
Recommendations	That Cabinet recommend Council the amendment of the Council's Constitution to adopt the new roles and responsibilities for individual Overview and Scrutiny Committees as set out in appendix B to this report.
Corporate Objectives:	Dacorum Delivers
Implications:	<u>Financial</u>  No financial implications arising from this report.
'Value For Money Implications'	<u>Value for Money</u>  The alignment of roles and responsibilities of the Member and Officer structures would enable more efficient use of officer and member time and increase the focus of scrutiny.
Risk Implications	Good corporate governance encompasses risk management and making sure that the Council makes decisions with the full knowledge of the associated risks and opportunities. The risk of not reviewing and updating our corporate governance arrangements have been addressed by this report

Community Impact Assessment	A detailed Community Impact Assessment review has not been undertaken. The purpose of the proposed amendments to the Council's Constitution is to improve the focus of scrutiny undertaken by the Council's Overview and Scrutiny Committees when scrutinising the delivery of the Council's policies and services functions.
Health And Safety Implications	None arising from this report
Monitoring Officer/Deputy S.151 Officer Comments	<p><b>Monitoring Officer:</b></p> <p>Effective Overview and Scrutiny arrangements are a key element of the Council's political management structure and decision making process. It is important therefore that such arrangements are kept under review and any revisions are recommended to Council for approval.</p> <p><b>Deputy S.151 Officer</b></p> <p>There are no direct financial implication of this report.</p>
Consultees:	<p>Cabinet</p> <p>Overview and Scrutiny Committee Chairs</p> <p>Chief Officer Group</p> <p>Corporate Management Team</p>
Background papers:	Constitution
Glossary of acronyms and any other abbreviations used in this report:	OSC - Overview and Scrutiny Committees

## Background

### 1. Introduction

Following the Borough Council election in May, the Portfolio Holders areas of responsibility have been amended to more closely align with the senior management areas of responsibilities.

The Leader of the Council and the Chief Executive have since received feedback from members and officers suggesting that it would also be appropriate to review the remit of the Overview and Scrutiny Committees (OSC) to more closely align their areas of responsibility with the individual Cabinet Portfolios.

### 2. Proposals



The Leader of the Council asked the Chief Executive to review the areas of responsibility for each OSC. In undertaking this review the Chief Executive discussed initial thoughts with the Chief Officer Group. The proposals for amendments to the areas of responsibility are set out in Appendix A & B to this report.

Appendix A maps the areas of responsibility of the Portfolios suggested alignment with OSCs and lead senior officers.

Appendix B summarises the proposed areas of responsibility for each OSC. This appendix forms the basis of the required amendment to the Constitution

The proposals provide clarity regarding areas of responsibility; would enable more efficient use of officer and member time and increase the focus of scrutiny.

Members of Cabinet and all Chairs of the Overview and Scrutiny Committees have been consulted on the proposed amendments to areas of responsibility for each OSC and support these proposals.

### **3. Conclusion**

To enable the more efficient use of member and officer time and to increase the focus of scrutiny it is recommended that Cabinet recommend Council that these changes be adopted and the Constitution be amended as set out in Appendix B.



PORTFOLIO RESPONSIBILITIES	OVERVIEW & SCRUTINY	LEAD OFFICER
<p><b>Portfolio Holder for Finance &amp; Resources:</b></p> <p><b>Cllr GRAEME ELLIOTT</b></p> <ul style="list-style-type: none"> <li>• Finance</li> <li>• Accounting</li> <li>• Payroll and Transactional Human Resources</li> <li>• Corporate Risk (lead responsibility)</li> <li>• Audit</li> <li>• Annual budget process</li> <li>• Corporate governance (in conjunction with the Portfolio Holder for Residents and Regulatory Services)</li> <li>• Use of assets and facilities including commercial property and civic buildings, allotments, car parks, cemeteries, together with leisure, recreational and sports facilities which are not managed by the Dacorum Sports Trust</li> <li>• Revenues and Benefits</li> <li>• Tackling Fraud</li> </ul>	<p><b>Principally FINANCE &amp; RESOURCES</b></p> <p>Audit Committee</p> <p>Audit Committee</p> <p>Audit Committee</p>	<p><b>CORPORATE DIRECTOR (FINANCE AND OPERATIONS)</b></p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p> <p>AD FINANCE &amp; RESOURCES</p>

PORTFOLIO RESPONSIBILITIES	OVERVIEW & SCRUTINY	OFFICER SUPPORT
<p><b>Portfolio Holder for Residents &amp; Corporate Services:</b></p> <p><b>Cllr HARDEN</b></p> <ul style="list-style-type: none"> <li>• Legal Governance (including Freedom of Information, data protection)</li> <li>• Democratic Services</li> <li>• Licensing</li> <li>• Procurement, Commissioning &amp; Compliance</li> <li>• Anti-Social Behaviour</li> <li>• Children and Young People</li> <li>• Arts and Entertainment</li> <li>• Community Cohesion</li> <li>• Neighbourhood Action</li> <li>• Closed Circuit Television</li> <li>• Supporting the Community Safety Partnership</li> <li>• Sportspace partnership</li> <li>• Other partnerships</li> </ul>	<p><b>Principally HOUSING &amp; COMMUNITY OSC</b></p> <p>FINANCE &amp; RESOURCES</p> <p>FINANCE &amp; RESOURCES</p> <p>LICENSING COMMITTEE</p> <p>FINANCE &amp; RESOURCES</p>	<p><b>CHIEF EXECUTIVE</b></p> <p><b>CORPORATE DIRECTOR (FINANCE &amp; OPERATIONS)</b></p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p>

<ul style="list-style-type: none"> <li>• Projects &amp; Performance Management</li> </ul>	FINANCE & RESOURCES	AD PERFORMANCE & PROJECTS
<p><b>PORTFOLIO RESPONSIBILITIES</b></p>	<p><b>OVERVIEW &amp; SCRUTINY</b></p>	<p><b>OFFICER SUPPORT</b></p>
<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Equalities (lead responsibility)</li> <li>• Organisational Development &amp; Training</li> <li>• Information &amp; Communications Technology</li> <li>• Improvement planning and quality assurance</li> <li>• Communication and Consultation</li> <li>• Community Engagement</li> <li>• Citizen Insight</li> <li>• Customer Services</li> </ul>	<p>FINANCE &amp; RESOURCES</p> <p>FINANCE &amp; RESOURCES</p> <p>FINANCE &amp; RESOURCES</p> <p>FINANCE &amp; RESOURCES</p>	<p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD PERFORMANCE &amp; PROJECTS</p> <p>AD PERFORMANCE &amp; PROJECTS</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p> <p>AD CHIEF EXECUTIVES UNIT</p>

PORTFOLIO RESPONSIBILITIES	OVERVIEW & SCRUTINY	OFFICER SUPPORT
<p><b>Portfolio Holder for Housing:</b></p> <p><b>Cllr MARGARET GRIFFITHS</b></p> <ul style="list-style-type: none"> <li>• Housing Options appraisal/Large Scale Voluntary Transfer</li> <li>• Tenant and leaseholder services, housing advice and homelessness</li> <li>• Supporting older people</li> <li>• Housing asset management (including responsive repairs, planned maintenance and cleaning)</li> <li>• Aids and Adaptations</li> </ul> <ul style="list-style-type: none"> <li>• Strategic Housing &amp; Enabling</li> </ul>	<p><b>Principally, HOUSING &amp; COMMUNITY</b></p>	<p><b>CORPORATE DIRECTOR (HOUSING &amp; REGENERATION)</b></p> <p>AD HOUSING</p> <p>AD HOUSING</p> <p>AD HOUSING</p> <p>AD HOUSING</p> <p>AD HOUSING</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD HOUSING</p>

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PORTFOLIO RESPONSIBILITIES	OVERVIEW & SCRUTINY	OFFICER SUPPORT
<p><b>Portfolio Holder for Environment, Sustainability &amp; Regulatory Services</b></p> <p><b>Cllr JANICE MARSHALL</b></p> <ul style="list-style-type: none"> <li>• Waste Collection and recycling</li> <li>• Clean, Safe and Green</li> <li>• Lead for implementation of sustainability and carbon reduction action plans [and the Nottingham declaration]</li> <li>• Environmental Health</li> <li>• Enforcement (non Planning)</li> <li>• Civil Contingencies &amp; Business Continuity Planning (lead responsibility)</li> <li>• Environment Crime</li> <li>• Health and Safety obligations of Council as an employer (lead responsibility)</li> <li>• Private Sector Housing Strategy</li> </ul>	<p><b>Principally, STRATEGIC PLANNING &amp; ENVIRONMENT</b></p> <p>Housing and Community</p>	<p><b>CORPORATE DIRECTOR (FINANCE &amp; OPERATIONS)</b></p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p> <p>AD NEIGHBOURHOOD DELIVERY</p>

PORTFOLIO RESPONSIBILITIES	OVERVIEW & SCRUTINY	OFFICER SUPPORT
<p><b>Portfolio Holder for Planning &amp; Regeneration</b></p> <p><b>Cllr GRAHAM SUTTON</b></p> <ul style="list-style-type: none"> <li>• Regeneration</li> <li>• Economic Development</li> <li>• Town Centre Management</li> <li>• Maylands Partnership</li> <li>• Maylands Business Centre</li> <li>• Lifelong Learning</li> <li>• Spatial Planning</li> <li>• Development Control</li> <li>• Building Control</li> <li>• Local Land Charges</li> </ul>	<p><b>Principally, STRATEGIC PLANNING &amp; ENVIRONMENT</b></p>	<p><b>CORPORATE DIRECTOR (HOUSING &amp; REGENERATION)</b></p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p> <p>AD PLANNING &amp; REGENERATION</p>



## Appendix B

### Overview and Scrutiny Committees

#### Terms of reference

The Council will appoint the Overview and Scrutiny Committees (“Scrutiny Committees”) set out below, and their Chairmen and Vice Chairmen, to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters listed below.

### Strategic Planning and Environment Overview and Scrutiny Committee

#### Terms of reference

To perform the overview, scrutiny and policy development role in relation to all matters and business associated with the Cabinet Portfolios for ‘Environment, Sustainability and Regulatory Services’, and ‘Planning and Regeneration’. This will include any issues arising within the following areas:

- Environmental Services
  - Waste Management
  - Clean Safe and Green
  - Trees and Woodlands
- Regulatory Services
  - Environmental Health
  - Civil Contingency and Emergency Planning
  - Sustainability
  - Enforcement
- Planning
  - Spatial Planning
  - Development Management
  - Land Charges
  - Street Naming
  - Highways Liaison
  - Passenger Transport
- Regeneration
  - Inward Investment
  - Economic Development
  - Town Centre Management
  - Heritage and Tourism

#### *Area transferred to another overview and scrutiny:*

- *Parking – to be dealt with as part of the Council’s Assets – transfer to Finance and Resources*

## Overview and Scrutiny Committees

### Terms of reference

The Council will appoint the Overview and Scrutiny Committees (“Scrutiny Committees”) set out below, and their Chairmen and Vice Chairmen, to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters listed below.

## Housing and Community Overview and Scrutiny Committee

### Terms of reference

To perform the overview, scrutiny and policy development role in relation to all matters and business associated with the Cabinet Portfolios for ‘Housing’, and Residents element of the ‘Residents and Corporate Services’. This will include any issues arising within the following areas:

- Housing
  - Strategic Housing and Enabling
  - Tenant and Leaseholder services
  - Housing Advice
  - Homelessness
  - Housing Asset Management
  - Aids and Adaptations
  - Private Sector Housing
- Resident Services
  - Children and Young People
  - Arts and Entertainment
  - Community Support
  - Neighbourhood Action
  - Community Safety
  - Tackling Antisocial Behaviour and CCTV
- People
  - Partnerships
    - Sports Trust
    - Voluntary Sector
  - Customer Services and Insight
  - Community Engagement,
  - Communication and Consultation

### *Area transferred to another overview and scrutiny:*

- *Heritage and Tourism – to be dealt with as part of Economic Development - transferred to Strategic Planning and Environment OSC*
- *Environmental Health - linkages with the broader Environmental matters dealt with by Strategic Planning and Environment OSC*
- *Cemeteries – to be dealt with as part of the Council’s Assets – transfer to Finance and Resources OSC*

## Overview and Scrutiny Committees

Terms of reference

The Council will appoint the Overview and Scrutiny Committees (“Scrutiny Committees”) set out below, and their Chairmen and Vice Chairmen, to discharge the functions conferred by section 21 of the Local Government Act 2000 in relation to the matters listed below.

### Finance and Resources Overview and Scrutiny Committee

Terms of reference

To perform the overview, scrutiny and policy development role in relation to all matters and business associated with the Cabinet Portfolios for ‘Finance and Resources’ and Corporate services element of the ‘Residents and Corporate Services’. This will include any issues arising within the following areas:

- Financial Resources
  - Accounting
  - Transactional Finance & Payroll
  - Insurance
- Revenues, Benefits and Counter-Fraud
- Asset management
  - Allotments
  - Commercial Properties
  - Cemeteries
  - Civic Buildings
  - Parking
- Corporate Resources
  - Legal Services
  - Procurement, Commissioning and Compliance
- Democratic Services
  - Elections and Electoral Registration
  - Member Support
- Digital
  - Information and Communications Technology
  - Digital Dacorum programme
  - Website
- Corporate Performance Management
  - Corporate Planning
  - Performance Management, Innovation and Quality Assurance
  - Human Resources, Organisational Development and Training

*Area transferred to another overview and scrutiny:*

- *Customer Services including : Communication and Consultation, Community Engagement and Citizen Insight – to be dealt with as part of Community OSC ie our relationship with the broader community and identifying their needs*