CABINET AGENDA

TUESDAY 9 FEBRUARY 2016 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 G Sutton

For further information, please contact Michelle Anderson or

AGENDA

1. **MINUTES** (Pages 3 - 6)

    To confirm the minutes of the meeting held on 26 January 2016 (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 were no referrals to Cabinet

6.   CABINET FORWARD PLAN (Page 7)

7.   BUDGET AND COUNCIL TAX SETTING

8.   SENIOR OFFICER PAY POLICY (Pages 8 - 28)

9.   CCTV CODE OF PRACTICE (Pages 29 - 57)

10.   ASSET MANAGEMENT STRATEGY (Pages 58 - 97)

11.   CORPORATE PLAN (Pages 98 - 112)

12.   EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

That, under s.100A (4) of the Local Government Act 1972 Schedule 12A Part 1 as amended by the Local Government (Access to Information) (Variation) Order 2006 the public be excluded during the items in Part 2 of the Agenda for this meeting, because it is likely, in view of the nature of the business to be transacted, that, if members of the public were present during those items, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party companies/organisations.
Local Government Act 1972, Schedule 12A, Part 1, paragraph 3.

MINUTES

CABINET

26 JANUARY 2016

Present:

Members:

Councillors:	Williams (Leader)
	Griffiths (Deputy Leader)
	Elliot
	Harden
	Marshall
	G Sutton

Officers:	Sally Marshall	Chief Executive
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Mark Brookes	Group Manager - Legal Governance
	Jim Doyle	Group Manager - Democratic Services
	Ben Hosier	Group Manager - Commissioning, Procurement & Compliance
	Richard Baker	Group Manager - Financial Services
	Linda Dargue	Insurance and Risk Lead Officer

The meeting began at 7.30 pm

CA/1/15   MINUTES

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

CA/2/15   APOLOGIES FOR ABSENCE

None received

CA/3/15   DECLARATIONS OF INTEREST

None received

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:
The Enterprise Zone to be added to the March agenda.

CA/7/15   AUTHORISATION OF VIREMENTS

Decision

That the Virements as detailed on the attached Form A to the Cabinet report be approved.

Reason for Decision

To seek Cabinet approval to proposed virements.

Implications

Financial

The Scheme of Virements is part of the Council's financial management as included within Financial Regulations.

Risk Implications

There are no risk implications.

Corporate Objectives
To standardise documentation and authorisation requirements for all virements.

Advice

The Portfolio Holder for Finance & Resources explained that the purpose of the report was to approve the virements shown, to ensure everything was in the correct accounts.

Voting

None.

CA/8/15   RISK MANAGEMENT

Decision

That the updates to the Strategic Risk Register as at the end of Quarter 3 2015, and any amendments to existing risks or areas for further consideration by Officers be approved.

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).

Value for Money

The effective management of strategic risks and opportunities is a key tool in ensuring that services are provided as effectively, efficiently and economically as possible. By anticipating and mitigating risk, costly short term urgent actions are avoided as far as possible in delivering services. Seeking out and taking advantage of opportunities that present themselves accelerates the pace of delivery of Corporate Plan objectives.

Risk Implications

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

Corporate Objectives

Corporate Governance

Advice

The Portfolio Holder for Finance & Resources explained that there had been no major changes from the previous report. The council was aware of the impacts of the 1% reduction in rents from the Chancellor and had the necessary controls in place.
The Insurance and Risk Lead Officer added that the new concise design of the report worked well.
The Portfolio Holder for Environmental, Sustainability & Regulatory Services agreed that the report now contained more detail and was much easier to understand.

The Leader of the Council noted that it was a very short report and asked if there was a reason why there were no risks within his area.
The Insurance and Risk Lead Officer explained that the report used to contain 54 risks which were unmanageable. However, now the report contained the significant strategic risks, which could be increased if councillors wished to do so.
It was confirmed that the Overview & Scrutiny Committees looked at the operational risks relevant to their remit and the Audit committee monitored the strategic risks.

The Chief Executive added that the Auditors, Mazars, had recommended that the Strategic risk register be more targeted. Therefore CMT agreed the specific strategic risks to be included in the report, which the Audit committee monitored.

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/9/15   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 item 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 this item, there would be disclosure to them of exempt information relating to the financial and business affairs of the Council and third party
companies/organisations. (Minute CA/010/16)
Local Government Act 1972, Schedule 12A, Part 1, paragraph 3

CA/10/15   THE FORUM - CATEGORY C

Full details are in the part 2 minutes.

The Meeting ended at 7.56 pm

ITEM 6: CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	22/03/16	Enterprise Zone		03/03/16	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk	To seek Council's agreement to sign off proposals.
2.	22/03/16	Performance Reports – Quarter 3		03/03/16	James Deane, Corporate Director (Finance & Operations) 01442 228278 james.deane@dacorum.gov.uk	To review the Council's forecast outturn position at the end of the third quarter.
3.	26/04/16	Hemel Hempstead Town Centre Parking Access and Movement Strategy		07/04/16	James Doe, Assistant Director Planning, Development & Regeneration 01442 228583 James.doe@dacorum.gov.uk Chris Taylor, Group Manager Strategic Planning and Regeneration 01442 228405 chris.taylor@dacorum.gov.uk Nathalie Bateman, Strategic Planning & Regeneration Team Leader 01442 228592 nathalie.batemen@dacorum.gov.uk	To consider arrangements for taking forward the next stages of the parking access and movement strategy for Hemel Hempstead Town Centre
4.	26/04/16	Risk Management Q4		07/04/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To review the updated Strategic Risk Register.
5.	24/05/16	Performance Reports – Quarter 4		05/05/16	James Deane, Corporate Director Finance and Operations 01442 228278 james.deane@dacorum.gov.uk	To review the Council's forecast outturn position at the end of the fourth quarter.
6.	28/06/16			09/06/16		

Future items:	Author	Date of Cabinet
Performance Report	J Deane	Sept 2016 – Q1

Future Cabinet Dates 2016: 26th July
20th September
18th October
29th November
13th December

AGENDA ITEM: 8

SUMMARY

Report for:	**Cabinet**
Date of meeting:	**9 February 2016**
PART:	**1**
If Part II, reason:	

Title of report:	**Senior Officer Pay Policy**
Contact:	Cllr Neil Harden – Portfolio Holder for Residents and Corporate Services. Author/Responsible Officers: Steve Baker - Assistant Director (Chief Executive's Unit) Matthew Rawdon – Group Manager (People)
Purpose of report:	To set the Council's pay policy for the financial year 2016/17, as required by Section 38 of the Localism Act 2011.
Recommendations	(1) That Cabinet recommend Council to adopt the Pay Policy for 2016/17 as set out in appendix 1 to this report. (2) That Cabinet agree that any amendments to the Pay Policy throughout the financial year 2016/2017 which are required as a result of legislative changes can be approved by the Chief Executive in conjunction with the Council's Monitoring Officer.
Corporate objectives:	The Council's policies in respect of pay and terms and conditions support all five of the Council's strategic objectives as part of ensuring that services to the community can be delivered to the required standards and with due regard to economy, efficiency and effectiveness

Risk Implications	There needs to be a robust procedure in place to ensure transparency of information and equality in staffing costs and remuneration.
Equalities Implications	The Pay Policy Statement adheres to national guidance on pay equality.
Health And Safety Implications	No implications from this report.
Monitoring Officer/S.151 Officer Comments	**Monitoring Officer:** Comments have been incorporated into the report. **S.151 Officer** There are no budgetary pressures arising from the recommendations in this report.
Consultees:	Sally Marshall (Chief Executive)
Background papers:	Pay Policy Statement 2016/17 Openness and accountability in local pay: Draft guidance under section 40 of the Localism Act (CLG, November 2011) Localism Act 2011: local government senior officer pay accountability Impact assessment (CLG, November 2011) The Code of Recommended Practice for Local Authorities on Data Transparency (CLG, September 2011) The Local Government Transparency Code 2014 DBC Employee Handbook
Glossary of acronyms and any other abbreviations used in this report:	HR – Human Resources FTE – Full Time Equivalent (employee) EIS – Employee Information System
Appendices	Appendix 1 - Election fees for 2016/2017 (points 2 to 8 inclusive are relevant to the pay policy where applicable)

BACKGROUND

1. Section 38 of the Localism Act 2011 ('The Act') requires local authorities in England to prepare, approve and publish a pay policy statement. The statement must detail the authority's own policies towards a range of issues

relating to the pay of its workforce, particularly its senior staff ('Chief Officers', as defined in the Act) and its lowest paid employees.

2. The pay policy statement must be prepared for each financial year. As soon as reasonably practicable after approving the statement it must be published in such manner as the Council thinks fit, which must include publication on the Council's website.

3. Specifically, the Act requires the publication of a pay policy statement for each financial year which must set out the authority's policies for the financial year relating to:

- the remuneration of its chief officers
- the remuneration of its lowest-paid employees, and
- the relationship between:

(i)   the remuneration of its chief officers, and

(ii)   the remuneration of its employees who are not chief officers.

4. The statement must also provide:

- the definition of "lowest-paid employees" and the authority's reasons for adopting that definition, and
- a statement on the Council's policies relating to:

(i)   the level and elements of remuneration for each chief officer

(ii)   remuneration of chief officers on recruitment

(iii)   increases and additions to remuneration for each chief officer

(iv)   the use of performance-related pay for chief officers

(v)   the use of bonuses for chief officers

(vi)   the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and

(vii)   the publication of and access to information relating to remuneration of chief officers.

5. In respect of item (vi), the Council currently has no defined approach to the payment of chief officers on ceasing to hold office, and no statement is, therefore, made in the report in relation to this.

6. It remains the case that each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. The Act only requires that authorities are more open about local pay policies and how their local pay decisions are made. It is not necessary to specify actual pay rates or terms and conditions. It also means that future

decisions by a local authority relating to the pay and conditions of its chief officers must comply with the authority's approved pay policy statement.

7. Guidance relating to the statement of Pay Policy and related guidance on transparency make recommendations arising from the Hutton Review of Fair Pay in the Public Sector (final report published March 2011).

8. Members should also note that the Council is also required to publish, under the Accounts and Audit (England) Regulations 2011:

   - the number of employees whose remuneration in that year was at least £50,000, and

   - details of remuneration and job title of certain senior employees whose salary is at least £50,000.

9. In addition, under the Local Government Transparency Code 2014, the Council is required to publish a list of responsibilities (including the service and functions they are responsible for, budget held and number of staff) for senior employees whose salary exceeds £50,000.

10. The Council is not required to include the information referred to in paragraphs 8 and 9 in its Pay Policy Statement, but it is required to place the information on its website.

11. Members are advised that the Chief Executive is planning a small number of changes to the existing Leadership Team structure under delegated powers as Head of Paid Service. These changes are proposed to take effect from 1 June 2016 in response to the Assistant Director (Chief Executive's Unit) request to exercise the "rule of 85" and take early retirement with effect from 31 May 2016. As a result of these changes, a new role and grade will be created within the Council's senior officer pay structure, that of Solicitor to the Council and Monitoring Officer. The pay band for the role has been evaluated to be Band 20 to 21.

12. The changes proposed to the Leadership structure are as follows:

   - Delete the role of Assistant Director (Chief Executive's Unit) from the structure.
   - Create a new role Solicitor to the Council and Monitoring Officer. This role will replace the existing Group Manager (Legal Governance) role which will be deleted from the structure. The new role will report directly to the Chief Executive and have line management responsibility for the Group Manager (Democratic Services). The incumbent of this role will attend Corporate Management Team, Cabinet and Council in their capacity as Monitoring Officer.
   - The fixed term post of the Assistant Director (Performance and Projects) will be confirmed as a substantive post in the structure and renamed Assistant Director (Performance and Innovation).
   - The Group Manager (People) will report to the Assistant Director (Performance & Innovation) and also have line management responsibility for the Performance and Innovation team and Corporate Administration.

- The Group Manager (Procurement) will be line managed by the Assistant Director (Finance and Resources).

13. The revised structure will be at no additional cost and will provide savings which will be confirmed once all job evaluation processes have been completed.

14. The Senior Officer Pay Policy also includes a schedule of election fees as referred to in paragraph 8 of the Policy.

DACORUM BOROUGH COUNCIL

SCHEDULE

Scale of fees and expenses at Elections of Borough and Town/Parish Councillors from 1 January 2016-

PART 1 - EXPENDITURE

1   The costs actually and necessarily incurred in respect of the following,

(a)   For the provision of any accommodation for the purpose of the election, including heating, lighting and cleaning and compensation for damage to any such accommodation.

(b)   For adapting and fitting up any accommodation for the purpose of the election and restoring to for its normal use, including the provision of voting compartments and any necessary furniture.

(c)   For providing ballot boxes, including repairs.

(d)   For the conveyance of ballot boxes and ballot papers

(f)   For copies of the Register of Electors.

(g)   For printing and providing ballot papers.

(h)   For printing and providing official poll cards.

(i)   For printing and providing notices and other documents required in or about the election or poll and for publishing the same.

(j)   For general stationery, postage, telephone calls and miscellaneous matters.

(k)   For travelling expenses of Returning Officers, Presiding Officers and Poll Clerks, including any expenses incurred by them in conveying the ballot papers to or from the polling stations.

2	For the Presiding Officer at each polling station, to include all expenses, other than travelling expenses authorised by this scale.		£220.00
	Additional sum to be paid to the Presiding Officer at each polling station where the elections are for both Borough and Town/Parish Councillors.		25.00
3	For one Poll Clerk (or additional one where the number of electors exceeds 1,000) at a polling station,		£135.00
	Additional sum to be paid to the Poll Clerk at each polling station where the elections are for both Borough and Town/.Parish Councillors		£10.00
4	For the delivery of every 100 poll cards (Where Royal Mail or another carrier is not used)		£22.00
5	For persons employed in connection with the receipt and counting of postal ballot papers, at each election)		£15.00 per session
6	For the remuneration of persons employed in connection with the verification/counting of votes (including any recounts) at Borough and Town/Parish elections:		

		Counting Assistant	**Supervisor**
(1)	Up to 4 hours	£60.00	£90.00
(2)	Over 4 hours	£80.00	£120.00

Verification/Count Supervisor

£115.00

PART 2 - RETURNING OFFICERS FEES

for services and other expenses

Fee for the duly appointed Returning Officer in performing their duties under any enactment's relating to local government elections including all expenses other than those for which specific provision is made elsewhere in this scale:

		Borough Election	**Town/Parish Election**
7	For every 1,000 electors in the electoral area/ward in which contested election is held.	£47.50	£35.00
	For every 1,000 electors in each uncontested election	£20.00	£14.00

PART 3 DEPUTY RETURNING OFFICERS FEES

for services and other expenses

Fee for duly appointed Deputy Returning Officer in performing such duties as may be required by the Returning Officer under any enactment's relating to local government elections including all expenses other than those for which specific provision is made elsewhere in this scale:

		Borough Election	**Town/Parish Election**
8.	For each electoral area/ward in which contested election is held.	£100.00	£70.00
	For each uncontested election	£40.00	£30.00

NOTES

1. The fees and expenses set out in the Schedule come into effect on 1 January 2016.

2. The fees shown are the gross amounts and are with certain exceptions subject to the standard rate of tax.

3. These fees are for the 'local' element of any election and will be adjusted in the case of National or Regional Polls in line with the guidance issued by the organising body.

4. In the event of combined Borough and Parish elections the fees will comprise of a Borough fee and an additional percentage (to be agreed by the Returning Officer).

January 2016

Dacorum Borough Council
Pay Policy Statement 2016/2017

1   Background

1.1   Section 38 of the Localism Act 2011 ('The Act') requires local authorities in England to prepare, approve and publish a pay policy statement. The statement must detail the authority's own policies towards a range of issues relating to the pay of its workforce, particularly its senior staff ('chief officers') and its lowest paid employees. This statement has been produced in line with the Local Government Transparency Code 2014.

1.2   The pay policy statement must be prepared for each financial year. As soon as reasonably practicable after approving the statement it must be published in such manner as the Council thinks fit, which must include publication on the Council's website.

1.3   It remains the case that each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. The Act only requires that authorities are more open about local pay policies and how their local pay decisions are made. It is not necessary to specify actual pay rates or terms and conditions. It also means that future decisions by a local authority relating to the pay and conditions of its chief officers must comply with the authority's approved pay policy statement.

2   Pay Policy Principles

2.1   The provisions of the Act confirm the government's commitment to increase openness about how taxpayers' money is used, bringing together the principles of increasing accountability, transparency and fairness in the setting of local pay.

2.2   The Hutton Review of Fair Pay in the Public Sector (final report published March 2011) confirmed the government's decision to promote pay fairness in the public sector by reducing the gap between the lowest and highest paid in public sector organisations.

2.3   The Act requires councillors to take a greater role in determining pay, ensuring that decisions are made by those who are directly accountable to local people. In addition, they must ensure that policies on the pay and reward of the most senior staff are set clearly within the context of the pay of the wider workforce.

3   Scope of Dacorum Borough Council Pay Policy Statement

3.1   The Council's definition of a senior manager for the purposes of this policy statement is: Chief Executive (Head of Paid Service), Corporate Directors and Assistant Directors. The term 'Chief Officer' relates to the Chief Executive and Corporate Directors only.

3.2   Council staff are employed under terms and conditions contained in the National Joint Council (NJC) for Local Government Services National Agreement on Pay and Conditions of Service. However, these are subject to a number of local agreements including a local agreement on remuneration. The following roles form the Council's Corporate Management Team:

- Chief Executive
- Corporate Director (Finance and Operations) (S151 Officer)
- Corporate Director (Housing and Regeneration)
- Assistant Director (Finance and Resources)
- Assistant Director (Housing)
- Assistant Director (Chief Executive's Unit) (Monitoring Officer) Role to be deleted on 1st May 2016
- Assistant Director (Neighbourhood Delivery)
- Assistant Director (Planning, Development and Regeneration)
- Assistant Director (Performance and Projects) renamed Assistant Director (Performance and Innovation)
- Solicitor to the Council and Monitoring Officer (with effect from 1st May 2016)

4   Senior Officer Salary Ranges

4.1   During 2009 and 2010, the Council undertook a Strategic Re-alignment programme, in which all senior posts (Group Manager level and above) were evaluated using the Local Government Employers (LGE) senior management evaluation scheme.   This is a nationally recognised methodology, benchmarked by the LGE against other local authorities, taking into account local factors.

4.2   Continuing from this, the Council has developed its own job evaluation scheme. Each grade is then matched to a prescribed salary range. Each salary range has 3 incremental points. Increments are awarded annually in April, linked to the achievement of satisfactory performance. There are specific Chief Officer pay bands for the Corporate Directors and for the Chief Executive. These have 5 points within each band. Details of pay bands are set out in the Annex below.

4.3   The senior management job evaluation scheme can only be applied to posts below group manager level in very exceptional circumstances. This is subject to the recruiting manager being able to demonstrate to the satisfaction of chief officer group (COG) that the role is comparable to that of Group Manager in terms of any specialist skills and/or leadership qualities that are required and the significant importance of the post to the Council.

4.4   As at 12 January 2016 the ratio between the pay of the highest paid officer and the median salary of staff is 5.6:1. This ratio is the same as the previous year.

5   Remuneration Package

5.1   As well as basic salary, all senior managers are entitled to specific terms of employment, as set out in the following paragraphs.

5.2   Annual Leave

5.3   The leave year begins on the 1st April each year and ends on the following 31st March. Annual leave entitlement varies, dependent on spinal column point (SCP), length of local government service and the number of days contracted to work each week (see Table 1 below).   Chief Officer leave allowances refer to the Chief Executive and Corporate Directors.

Table 1: Annual leave entitlements

Spinal Column Point	Working 1 day per week			Working 2 days per week			Working 3 days per week			Working 4 days per week			Working 5 days per week		
	Service in Years			Service in Years			Service in Years			Service in Years			Service in Years		
	<5	5 to < 10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+	<5	5 to <10	10 & 10+
Up to 12	4.5	5.5	5.5	9	11	11	14	16	16	18.5	21.5	21.5	23	27	27
13 to 21	4.5	5.5	5.5	9	11	11	14	16	17	18.5	21.5	22.5	23	27	28
22 to 28	5	5.5	6	10	11	11.5	15	16	17.5	20	21.5	23	25	27	29
29 to 40	5	5.5	6	10.5	11	11.5	15.5	16	17.5	21	21.5	23	26	27	29
41 & above (Assistant Directors)	6	6	6.5	11.5	11.5	13	17.5	17.5	19	23	23	25.5	29	29	32
Chief Officers	6.5	6.5	7	13	13	14	19	19	21	26	26	28	34	34	37

5.4 Cars

5.5 Employees eligible under the Council's Car Leasing Scheme are:-

(1) all employees in posts which the Council has designated as Frequent or Casual Car Users; and

(2) all Chief Officers and all employees whose posts are Band 11 (see Annex A) or above

5.6 The Scheme is optional for all eligible employees. Chief or Senior Officers may, as an alternative to taking a lease car, be paid a lump sum equivalent to the Council's contribution to lease costs. Employees deciding on this option are also eligible for a Council Car Loan, interest being charged at the HMRC official rates. Employees may also take a car of lesser value than the Council's contribution and receive the balance as an addition to monthly salary. See Table 2 below:

Table 2: Chief Officer and senior officer car scheme

Band point	Miles.	Car Band	Amount p.a.
34 to 46	N/A	1	£2,550
34 to 46	Over 2000 per year	2	£3,200
34 to 46	Over 4000 per year	3	£3,750
47 to 72	N/A	3	£3,750
Corporate Directors	N/A	4	£4,600
Chief Executive	N/A	5	£4,800

5.7 All lease car business mileage can be claimed at a locally agreed rate, currently 21p per mile. Employees receiving the lease lump sum allowance and use their own car are also paid 21p per mile. All business miles undertaken in a private car (for those not eligible for a lease scheme) can claim expenses at the mileage rates set by the NJC.

5.8 Sick Pay

5.9 As part of its responsibility towards its employees the Council has arrangements for ensuring that employees who are unable to work for a limited period for reasons of illness do not suffer additional hardship through loss of earnings. These payments are restricted and at the end of the defined the period the entitlement to occupational sick pay ceases. The periods of entitlement to occupational sick pay are related to length of service and apply to all employees, as shown in table 3.

Table 3: Occupational sick pay periods

Length of continuous service	Amount of sick pay
During 1st year of service	1 month's full pay & (after completing 4 months' service) 2 months' half pay
During 2nd year of service	2 months' full pay & 2 months' half pay

During 3rd year of service	4 months' full pay & 4months' half pay
During 4th and 5th years of service	5 months' full pay & 5 months' half pay
After 5 years' service	6 months' full pay & 6 months' half pay

6 Pensions (Local Government Pension Scheme)

6.1 All local government employees (including senior managers) are eligible to join the Local Government Pension Scheme (LGPS). Employee contributions are set nationally by the LGPS and are banded, according to salary level. Currently senior managers pay between 9.9% - 11.4% depending on their individual salary.

6.2 Employer contributions to the Local Government Pension Scheme for the Dacorum Borough Council employers fund are currently 16%.

7 Additional Payments

7.1 Senior managers are not entitled to claim any additional payments, such as overtime, standby or payments for working at the weekend. Senior managers attend a wide variety of evening meetings and assist with emergency phone duties on top of their normal working week. Attendance at such meetings is not compensated for and is expected as part of any senior role.

7.2 There is a subsistence scheme for all staff, including senior managers.
The aim of the scheme is to reimburse employees fairly for travelling and subsistence necessarily incurred whilst carrying out their duties on behalf of the Council and to keep costs to the Council to a minimum.

7.3 All staff are entitled to make a claim for job-related subsistence if working away from the area on business. Claims for meals can only be made if staff are prevented from taking the meal at home or the workplace and this has been agreed in advance with managers. Receipts must be produced for all claims.

7.4 Job related subsistence rates (maximum payable) are:

Breakfast £6.88
Lunch £9.50
Tea £3.76
Evening Meal £11.77

8   Election Fees

8.1   Election fees are paid to senior officers in compensation for the additional duties required to management national and local elections and referendums.

8.2   The Returning Officer is designated as the Chief Executive in the Council's Constitution. The fees for all staff employed on election duties are either specified by the Electoral Commission for national elections or are decided locally by the Returning Officer for local elections. The fees for local elections are set out in a 'scale of expenses' agreed by the Council, after a comparison with other neighbouring authorities and whether the poll is being combined with another election.

8.3   The fee for the Returning Officer for national elections is determined by the number of the electorate in the area administered by that Returning Officer (as set out in s.29 of the Representation of the People's Act 1983 and updated by the Ministry of Justice prior to each election). These are enhanced by an amount set out in a 'scale of expenses' agreed by the Council if the poll is combined with another election.

8.4   **Returning Officer Fees** - Fee for the duly appointed Returning Officer in performing their duties under any enactment's relating to local government elections including all expenses: The Council's Returning Officer is the Chief Executive.

8.5   For every 1,000 electors in the electoral area/ward in which contested election is held – Borough Election: £47.50 and Town/Parish Election: £35.00.

8.6   For every 1,000 electors in each uncontested election - Borough Election: £20.00 and Town/Parish Election: £14.00

8.7   **Deputy Returning Officer Fees** - For each electoral area/ward in which contested election is held: Borough Election: £100, Town/Parish: £70..The Deputy Returning Officers are typically the Monitoring Officer and the Group Manager (Democratic Services).

8.8   For each uncontested election: Borough Election: £40, Town/Parish: £30.

8.9   Appendix one incorporates all election fees for 2016/2017

9   Recruitment of Senior Managers

9.1   Recruitment of senior managers is managed by the Council. Vacancies are advertised with the applicable salary range. The total package is set out in the recruitment pack. The recruitment of officers below Chief Officer level is undertaken by the Corporate Director for the relevant service area through a recruitment panel process involving other senior officers and if appropriate, specialist recruitment advisors.

9.2   The appointment of posts at Chief Executive and Corporate Director level are made by an Appointments Panel. This panel normally consists of Council Members, Chief Officers and Human Resources officers and is convened specifically to undertake the appointment of Chief Officers.

9.3   The decision on which roles attract salaries over £100.000 per annum will be initially determined by the Chief Executive, as Head of the Paid Service, and the Leader of the Council, in consultation with Human Resources. The Council's Cabinet will review the proposed salary package and make a recommendation to Full Council. Recruitment to vacancies with salary packages above £100,000 per annum will be in accordance with the Council's Recruitment and Selection Code of Practice, which requires that Cabinet Members will be included in the appointment panel.

10   Managing Pay

10.1   Starting salaries for Senior Managers

10.2   It is normal practice for all senior managers to be appointed at the bottom of the prescribed salary range. Exceptionally there may be instances where the Council may appoint above the bottom of the salary range where there is a clear rationale. Such cases will be considered and justified on a case by case basis. Consideration will be given to:

- Relativity of salaries of comparable roles
- Size and responsibilities of the post and duties to be undertaken.
- The wider recruitment market.

10.3   For employees below Chief Officer level, the decision on the salary of the post will be approved by the Corporate Director of the service (dependent on level of post) prior to an offer being made.

10.4   Pay Increases for Senior Managers

10.5   Pay increases that involve no changes to terms and conditions may take two forms:

- Pay scale increments awarded annually, subject to satisfactory performance

- Pay awards relating to cost of living increases.

10.6   Increments

10.7   The decision on whether to award an increment is made by the direct line manager of each employee following a performance review. The Leader of the Council makes the decision on pay relating to the Chief Executive.

10.8   The Individual performance of senior managers is assessed via the Council's Performance and Development Appraisal Scheme, with each employee having an individual Performance Excellence Plan, setting out objectives for the coming year and expectations that are to be met with regard to the Council's High Performance Environment attitudes and behaviours. This is reviewed formally after 6 months and at the end of each year (31st March). Staff are then awarded an overall rating assessing their achievement against their objectives and the High Performance Environment standards.

10.9   Any adjustments to pay are awarded based on an individual's overall performance assessment. Increments are not awarded where performance is deemed not to have been satisfactory during the relevant year.

10.10 Where a role significantly varies within the performance year, an assessment will be undertaken using the Council's job evaluation scheme, to assess if an alteration to pay or grade is necessary. Any changes in salary for Leadership roles need approval from the Chief Executive.

10.11 Cost of living increases

10.12 Annual cost of living increases for all Council staff, except Chief Officers, are determined by the National Joint Council for Local Government Services. The Council awards cost of living increases in line with NJC recommendations unless there are specific reasons not to do so. Annual cost of living increases for Chief Officers are determined by the Joint National Council for Chief Officers but are subject to the same considerations. These considerations may include:

- Affordability
- The conditions of the job market and the relative pay of employees, including Chief Officers, in comparison with other similar organisations
- Difficulties in recruitment and retention to specific posts.

10.13 **Deputising for statutory officers**

10.14 The Chief Executive has the authority to award an additional responsibility allowance (ARA) to staff who deputise for the statutory officer roles of the Section 151 Officer and the Monitoring Officer) where the deputy role has not been included in the job description and therefore incorporated within the job evaluation. The ARA will be calculated as a percentage of the remuneration of the relevant statutory officer and will reflect the amount of time the deputising staff undertake those additional statutory responsibilities. .

11 Payments on Termination of Employment for Senior Managers

11.1 Redundancy and Severance Payments

11.2 An employee whose contract of employment is terminated due to redundancy will be eligible for a redundancy payment. Payments are made based on the length of service and the calculation of 2.2 weeks per year of service, and based on an employee's contractual weekly pay. Employees aged over 55 who are made redundant will be able to draw their pension to the date of their retirement. Employees aged under 55 will receive a redundancy payment and have their pension benefits deferred until they reach retirement age.

11.3 An employee whose contract of employment is terminated for any reason and there is justification for a severance payment, such payment will be subject to approval by the relevant Corporate Director and Chief Executive taking advice from the Monitoring Officer, Human Resources and Section 151 Officer.

11.4 An employee who is made redundant or paid a severance payment must have a break of at least one month and one day to break their continuous service with the Authority before they can be re-employed by the Council in a different position.

11.5   Any proposed payment(s) as part of a severance package that results in the severance package being of a value of £100,000 or more in total, will be reviewed by the Chief Executive and the Leader of the Council in consultation with Human Resources and Legal Services and make a recommendation to Cabinet. The Cabinet will review the award and make recommendation to Full Council.

11.6   Paragraph 11.5 is likely to have be amended during 2016/17, as the Government is proposing to introduce legislation which will impose a cap on 'exit payments' which can be made to public sector employees who leave voluntarily.

12.0   Local Government Pension Scheme

12.1   The Borough Council's employees are eligible to be members of the Local Government Pension Scheme. The core pension benefits of these schemes are determined by statutory regulations.

13   Lowest paid employees

13.1   The Council's definition of lowest paid employees for the purposes of this policy is: employees paid on spinal column point 5 of the local pay scale. The scale is based on nationally-approved scales but has been adjusted to meet local requirements, for which point 5 represents the bottom of pay band 1. As at 1 January 2016, this equates to £13,835 per annum for a full time employee, plus £824 pa London Fringe Weighting. The Council applies the living wage entitlement to posts under the living wage threshold.

14   Pay Transparency

14.1   Organisation chart

In accordance with the Local Government Transparency Code 2014, the Council must publish an organisation chart covering the top three management tiers of the organisation and showing the following items of information for each member of staff included in the chart:

•   Grade
•   Job title
•   Department and team
•   Permanent or temporary
•   Work contact details
•   Salary in £5,000 brackets (see the senior salaries requirements below)
•   Maximum salary for the grade.

14.2   Senior Salaries

In addition to the organisation chart, under the Accounts and Audit (England) Regulations 2011 and the Local Transparency Code 2014, the Council is required to publish:

• the number of employees whose remuneration in that year was at least £50,000, and

- details of remuneration and job title of certain senior employees whose salary is at least £50,000 together with a list of responsibilities (for example, the services and functions they are responsible for, budget held and number of staff they are responsible for) and details of any bonuses and 'benefits in kind'.

14.3 The information referred to in paragraph 14.1 and 14.2 is not required to be contained in the Pay Policy Statement but must be placed on the Council's website.

This information is located on Dacorum Borough Council's website, under the open data section (www.dacorum.gov.uk/home/open-data)

Pay Scales 1 January 2016

	SCP	Salary (Excluding London Fringe Weighting) £	SCP	Monthly Salary (Including London Fringe Weighting) £	SCP	Hourly Rate (Excluding London Fringe Weighting) £
	-		-		-	
Band 1	05	13,835	05	1,221.58	05	7.17
	06	13,998	06	1,235.17	06	7.26
Band 2	07	14,025	07	1,237.42	07	7.27
	08	14,529	08	1,279.42	08	7.53
	09	14,935	09	1,313.25	09	7.74
Band 3	10	15,219	10	1,336.92	10	7.89
	11	15,758	11	1,381.83	11	8.17
	12	16,068	12	1,407.67	12	8.33
Band 4	13	16,477	13	1,441.75	13	8.54
	14	16,767	14	1,465.92	14	8.69
	15	17,105	15	1,494.08	15	8.87
Band 5	16	17,499	16	1,526.92	16	9.07
	17	17,923	17	1,562.25	17	9.29
	18	18,312	18	1,594.67	18	9.49
Band 6	19	18,994	19	1,651.50	19	9.85
	20	19,659	20	1,706.92	20	10.19
	21	20,344	21	1,764.00	21	10.54
Band 7	22	20,861	22	1,807.08	22	10.81
	23	21,462	23	1,857.17	23	11.12
	24	21,904	24	1,894.00	24	11.35
Band 8	25	22,324	25	1,929.00	25	11.57
	26	23,045	26	1,989.08	26	11.94
	27	23,814	27	2,053.17	27	12.34
Band 9	28	24,590	28	2,117.83	28	12.75
	29	26,823	29	2,303.92	29	13.90
	30	27,722	30	2,378.83	30	14.37
Band 10	31	28,591	31	2,451.25	31	14.82
	32	29,434	32	2,521.50	32	15.26
	33	30,301	33	2,593.75	33	15.71

Band 11	34	31,159	34	2,665.25	34	16.15
	35	32,692	35	2,793.00	35	16.95
	36	33,552	36	2,864.67	36	17.39
Band 12	37	34,497	37	2,943.42	37	17.88
	38	35,509	38	3,027.75	38	18.41
	39	36,664	39	3,124.00	39	19.00
Band 13	40	37,634	40	3,204.83	40	19.51
	41	39,312	41	3,344.67	41	20.38
	42	40,319	42	3,428.58	42	20.90
Band 14	43	41,312	43	3,511.33	43	21.41
	44	42,325	44	3,595.75	44	21.94
	45	43,285	45	3,675.75	45	22.44
Band 15	46	44,342	46	3,763.83	46	22.98
	47	45,353	47	3,848.08	47	23.51
	48	47,168	48	3,999.33	48	24.45
Band 16	49	48,172	49	4,083.00	49	24.97
	50	49,181	50	4,167.08	50	25.49
	51	50,187	51	4,250.92	51	26.01
Band 17	52	51,212	52	4,336.33	52	26.54
	53	52,213	53	4,419.75	53	27.06
	54	53,223	54	4,503.92	54	27.59
Band 18	55	54,234	55	4,588.17	55	28.11
	56	55,247	56	4,672.58	56	28.64
	57	56,300	57	4,760.33	57	29.18
Band 19	58	57,351	58	4,847.92	58	29.73
	59	58,397	59	4,935.08	59	30.27
	60	59,444	60	5,022.33	60	30.81
Band 20	61	60,493	61	5,109.75	61	31.36
	62	61,549	62	5,197.75	62	31.90
	63	62,599	63	5,285.25	63	32.45
Band 21	64	63,850	64	5,389.50	64	33.10
	65	65,129	65	5,496.08	65	33.76
	66	66,430	66	5,604.50	66	34.43
Band 22	67	67,758	67	5,715.17	67	35.12
	68	69,115	68	5,828.25	68	35.82
	69	70,496	69	5,943.33	69	36.54
Band 23	70	71,908	70	6,061.00	70	37.27
	71	73,345	71	6,180.75	71	38.02
	72	74,812	72	6,303.00	72	38.78

LFW (London Fringe Weighting) = £824 per annum
Dacorum Borough Council's Minimum Wage, excluding London Fringe Weighting, is £7.17 per hour.
Dacorum Borough Council's Minimum Wage, including London Fringe Weighting, is £7.60 per hour.

Corporate Directors Pay bands:

Band point 83 - £91,025 per annum
Band point 84 - £92,629 per annum
Band point 85 - £94,232 per annum
Band point 86 - £95,251 per annum
Band point 87 - £97,448 per annum

Chief Executive Pay bands:

Band point 88 - £122,832 per annum
Band point 89 - £124,932 per annum
Band point 90 - £127,032 per annum
Band point 91 - £129,132 per annum
Band point 92 - £131,232 per annum

AGENDA ITEM: 9

SUMMARY

Report for:	**Cabinet**
Date of meeting:	**9th February 2016**
Part:	**1**
If Part II, reason:	

Title of report:	**Dacorum Borough Council CCTV Code of Practice**
Contact:	Councillor Neil Harden, Portfolio Holder for Resident and Corporate Services Author/Responsible Officer Jim Guiton Community Control Centre/CCTV Team Leader, Julie Still, Group Manager Resident Services David Austin, Assistant Director Neighbourhood Delivery
Purpose of report:	To inform the Cabinet of the proposed Dacorum Borough Council Code of Practice which sets out the principles that should apply to all surveillance camera systems in public places to meet the mandatory requirement pursuant to Section 30 (1) (a) of the Protection of Freedoms Act 2012 and to seek approval for the codes implementation.
Recommendations	That Cabinet approve the CCTV Code of Practice for implementation
Corporate Objectives:	Clean and Safe Environment Dacorum Delivers
Implications: 'Value For Money Implications'	<u>Financial</u> Within existing budgets <u>Value for Money</u> N/A
Risk Implications	The intention of this report is to comply with legislation and therefore avoid the risk of non-compliance.
Community Impact	Community Impact Assessment carried out

Assessment	as an integral part of the Code of Practice
Health And Safety Implications	None
Monitoring Officer/S.151 Officer Comments	**Monitoring Officer:** No further comments to add to the report. **Deputy S.151 Officer** There are no direct financial impacts of this decision. All costs for the provision of CCTV can be met from within existing budgets.
Consultees:	James Deane, Corporate Director, Finance & Operations Dave Austin, Assistant Director, Neighbourhood Delivery Legal services Environmental Health Housing
Background papers:	Surveillance Camera Commissioners Code of Practice. Information Commissioners CCTV Code of Practice.
Glossary of acronyms and any other abbreviations used in this report:	CCTV – Closed Circuit Television

Background

1. The Protection of Freedoms Act 2012 brought with it the first specific legislation relating to the use of CCTV systems by Public Bodies. The Bill introduces a mandatory code of practice for surveillance camera systems and a new regulator the Surveillance Camera Commissioner.

2. The Surveillance Camera Commissioners code of practice sets out 12 guiding principles which strike a balance between protecting the public and upholding civil liberties.

3. The 12 Guiding Principals are:-

   i. Use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.

   ii. The use of a surveillance camera system must take into account its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.

iii. There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.

iv. There must be clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.

v. Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.

vi. No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once their purposes have been discharged.

vii. Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.

viii. Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.

ix. Surveillance camera system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.

x. There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.

xi. When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.

xii. Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date.

4. To assist the Council in complying with the above guiding principles it is recommended that we publish our own Code of Practice – see appendix 1.

5. This code will help to demonstrate a robust operating environment with the additional benefit of reassurance to the public that Dacorum Borough Council's CCTV system is operated responsibly and effectively, and the likelihood of any breach of individual privacy is greatly reduced.

Closed Circuit Television Code of Practice

Author	Jim Guiton
Responsible officer	Julie Still /David Austin

Date of publication	January 2016	Date of last version	
Version no.	1	Date of expiry	January 2019

January 2016

Code of Practice for the operation of CCTV
Dacorum Borough Council

Code of Practice in Respect of

The Operation of CCTV for Dacorum Borough Council

The Dacorum Borough Council CCTV System

Certificate of Agreement

The content of this Code of Practice are hereby approved in respect of the Dacorum Borough Council Closed Circuit Television System and, as far as reasonably practicable, will be complied with at all times by all who are involved in the management and operation of the named System.

Signed for and on behalf of   *Dacorum Borough Council* _____

Signature   _____   Name   _____

Position held   _____   Dated the _____ day of _____ 2015 _____

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Abbreviations and Definitions

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Dacorum Borough Council (DBC)

Community Control Centre (CCC): The CCTV Community Control Centre, under the control of Dacorum Borough Council (DBC).

CCTV Operator: The person responsible for watching, controlling equipment and recording the images produced by DBC CCTV cameras linked to the CCC and performing all CCC duties

CCTV/CCC Team Leader: The person employed by DBC to manage the CCTV Service and to oversee the operators to provide CCC services.

CCTV Systems Manager: DBC Assistant Director, Neighbourhood Delivery

Police Control Room (PCR): Hertfordshire Constabulary Force Command and Control facility, Welwyn Garden City

British Security Industry Association (BSIA): The security industry body that accredits security companies where compliance with ISO 9002 Quality Standards is mandatory.

1. Introduction

1.1 What is the Code of Practice? (Referred to as 'the Code')

This Code of Practice explains the principles, purposes, operation and management of CCTV by Dacorum Borough Council. It seeks to provide accountability and reassurance to the public that all those connected with CCTV will comply with the law and ensure the right to privacy is not breached. The Code will also outline how CCTV is operated and managed and how the public may access recorded information or make complaints.

1.2 Why DBC uses Closed Circuit Television

The use of CCTV is a necessary and proportionate way of helping with a wide range of issues that affect the public in public places and buildings for which Dacorum Borough Council has a responsibility. DBC also values the use of CCTV to protect its staff where appropriate. The Council has taken into account the nature of the problems to be addressed, and has implemented CCTV only in those areas where its use is justifiable and where it can provide an effective solution.. The council will regularly evaluate whether it is necessary and proportionate to continue using it.

The CCTV service is established and operated on a legal basis and is supported by:

- The Data Protection Act (DPA) 1998
- The Human Rights Act (HRA) 1998
- Protection of Freedoms Act (PoFA) 2012
- Freedom of Information Act (FOIA) 2000
- The Crime and Disorder Act (CDA) 1998
- Other relevant legislation according to specific use of CCTV in special circumstances

We recognise public support for CCTV is still popular. To keep the respect and support of the general public, CCTV must be used fairly, legally and with the utmost integrity at all times. CCTV operations must stand up to scrutiny and be accountable to the communities and people they are aiming to protect.

1.3 The Dacorum Public Space CCTV System

The Dacorum Public Space Surveillance (PSS) CCTV System consists of 178 cameras installed at various strategic locations throughout the Hemel Hempstead, Tring and Berkhamstead Town Centres including streets, parks, Neighbourhood Centre's (Local Estate Shopping Areas) public places and car parks. It includes the following areas of surveillance: -

- Grove Hill Neighbourhood Centre
- Adeyfield Neighbourhood Centre
- Bellgate Neighbourhood Centre
- The Heights Neighbourhood Centre
- Bennetts End Neighbourhood Centre

- The Deans Neighbourhood Centre
- Leverstock Green Neighbourhood Centre
- Chaulden Neighbourhood Centre
- Warners End Neighbourhood Centre
- Gadebridge Neighbourhood Centre
- Hemel Hempstead Town Centre
- Gadebridge Park
- The Old Town Hemel Hempstead
- Berkhamsted Town Centre
- Tring Town Centre

The full list of camera locations is shown at **Appendix B**.

The cameras offer full colour, pan, tilt and zoom (PTZ) capability, some of which may be automatically switched to compensate for low light conditions. DBC has the capability to redeploy some of their CCTV cameras in order to respond to changing trends and justified community needs.

Images from these PSS cameras are sent to the Community Control Centre (CCC) in Hemel Hempstead where they are monitored and recorded. The CCC is staffed by operators employed by the council who have undergone suitable, accredited training.

There is a dedicated CCTV link to the Hertfordshire Constabulary Control Room in Welwyn Garden City where live pictures and events can be monitored.

All CCTV material controlled and recorded by the CCC remains the property of Dacorum Borough Council.

1.4   Other CCTV Systems operated by Dacorum Borough Council

Dacorum Borough Council is also responsible for CCTV systems installed and operated at other locations throughout the Borough:

- Cupid Green Waste Transfer Station
- Tringford Depot Refuse Freighter Storage Facility
- The Civic Centre
- The Old Town Hall
- The Elm's Homeless Hostel
- Woodwells Caravan Storage Park
- The Bury Registry Office
- Bellgate Flats Highfield
- The Heights Flats Highfield
- Bennettes Gate Flats Bennetts End
- Maylands Business Centre
- The Dacorum Sports Centre
- Longdean School

1.5 Who is involved?

Dacorum Borough Council work closely with the following stakeholders to deliver CCTV services:

- Hertfordshire Constabulary
- The Dacorum Community Safety Partnership
- Council departments

From time-to-time other local stakeholders may be involved in developing the future use of CCTV. Details of roles and responsibilities for key personnel responsible for DBC CCTV are shown in **Appendix A** to this Code.

1.6 Applying the Code of Practice

The Code will underpin day-to-day practice by all those operating CCTV. It will be supported by specific operational procedures for the CCC. Everyone connected with CCTV operated by Dacorum Borough Council will ensure that the principles and purposes outlined in this Code are upheld at all times.

A copy of the Code will be available on the Council's web site www.dacorum.gov.uk

2. Purposes of CCTV

Dacorum Borough Council operates CCTV for the following reasons:

1. To help prevent, detect and reduce crime, disorder and anti-social behaviour including drug and alcohol related violent crime

2. To reduce public apprehension about crime, anti-social behaviour and aggression and to provide reassurance for all those that live, work, trade and visit Dacorum, thereby enhancing community safety and boosting the economy

3. To assist statutory agencies (police, council etc.) to deploy their resources effectively

4. To assist in the management of the public areas covered by CCTV and support Dacorum Borough Council's civil enforcement and regulatory functions.

5. To monitor traffic flow and assist in traffic management issues

6. Identify, apprehend and prosecute offenders in relation to crime, criminal damage, public order, road traffic accidents involving serious injury and all forms of harassment cases

7. To assist in civil emergencies and countering terrorism

8. To assist the emergency services in all aspects as appropriate, including major exercises relating to criminal activities and public safety

9. Provide the Police, the DBC, and other authorised organisations with evidence upon which to take criminal and civil actions in the Courts including identifying witnesses

10. Promote the objectives of Hertfordshire Constabulary and the DBC

11. Assist in the enforcement of licencing and regulatory functions of the DBC

12. To assist in the training of CCTV operators, the police and others involved in the use and operation of the CCTV system

13. In appropriate circumstances, assisting the investigation of damage only accidents in DBC owned or other privately operated surveilled car parks on the payment of an appropriate fee

The Council's Chief Executive, or the Community Safety Partnership, after consultation, may draw up specific objectives based on local concerns. These will be documented, made available as necessary and reviewed periodically.

3.   General Operating Principles

1. Dacorum Borough Council supports an individual's right to privacy and expects this to be a paramount consideration for all persons involved with CCTV operated by DBC. Evidence will be kept securely and made available subject to clause 9.6 to ensure everyone's right to a fair trial in the event of any court proceedings or tribunal.

2. CCTV operations will comply with the Data Protection Act 1998 at all times and follow the Information Commissioner's Code of Practice for surveillance systems. CCTV will be operated fairly, within the law, and only for the stated purposes. Throughout this Code it is intended, as far as possible, to offer a balance between the purposes of CCTV and the need to safeguard the individual's right to privacy.

3. Occasionally CCTV may be required to assist with 'covert' operations by specific public bodies (e.g. police, councils, HMRC etc.). On every occasion proper authority will be obtained and comply with the Regulation of Investigatory Powers Act 2000 (RIPA) and guidance from the Office of Surveillance Commissioners (OSC). When undertaken by the Council, any covert surveillance authorised under RIPA will meet the required 'crime threshold' and be further authorised by a Magistrates' Court.

4. The decision to install CCTV systems, or continued use of them will be supported by Operational Requirement and Privacy Impact Assessment documentation to justify its use. This process will be regularly reviewed. Installation and use of CCTV should be undertaken in consultation with the public, community organisations, council staff, the Police and the Crown Prosecution Service where appropriate. 'Privacy zones' may be technically applied to ensure privacy is protected in specific areas. CCTV will only be used where it is reasonable, necessary and proportionate.

5. Dacorum Borough Council will set performance criteria for the quality of recorded images prior to the installation of CCTV under their control and will insist that these standards are maintained. Any CCTV system connected to the DBC CCC will meet strict technical criteria.

6. Use of CCTV by any DBC department, individual or stakeholder will fully comply with this Code of Practice.

7. Any major changes to the Code will only take place after consultation with all interested parties in the operation of the specific CCTV system. Minor changes may be agreed between the persons nominated in **Appendix A.**

4. Data Protection Act information

The Data Controller for CCTV systems operated by Dacorum Borough Council is its Chief Executive. Day-to-day responsibility for CCTV data is with the Assistant Director of Neighbourhood Delivery or a nominated individual on their behalf. This will be further delegated to the responsible person on duty at the specific site covered by CCTV or at the CCC; normally the CCC Team Leader.

Operation of CCTV by DBC has been notified to the Office of the Information Commissioner. Notification is an annual process to register an individual organisations data processing, including CCTV. The DPA Register is published on the Commissioner's website www.ico.gov.uk.

All data will be processed in accordance with the principles of the Data Protection Act 1998 which are published on the Commissioner's website www.ico.gov.uk.

All CCTV operators will use every effort to promptly report faults in accordance with maintenance agreements to ensure CCTV equipment is maintained 'fit for purpose' as required by Data Protection Act 1998.

Surveillance systems operated by DBC will be compliant with the Information Commissioner's Surveillance Systems Code of Practice at all times The full ICO Surveillance Systems' Code can be obtained from the website www.ico.gov.uk.

5. Protection of Freedoms Act 2012 information

The Protection of Freedoms Act 2012 became effective in May 2012. This requires the Secretary of State to prepare a CCTV code of practice and appoint a Surveillance Camera Commissioner. The parliamentary CCTV Code became effective in August 2013. It contains 12 principles for CCTV and Dacorum Borough Council has a duty to have regard to this CCTV code. The Council will always ensure cameras are installed and used:

- For a legitimate aim
- To meet a pressing need
- Proportionately and Effectively
- In Compliance with legal obligations

A failure by any person to act in accordance with any provision of the parliamentary code does not of itself make that person liable to criminal or civil proceedings. The code is admissible in evidence in criminal or civil proceedings. A court may take into account a failure by a relevant authority to have regard to the code in determining a question in any such proceedings.

Visit: https://www.gov.uk/government/organisations/surveillance-camera-commissioner

6. Staffing of the Community Control Centre (CCC)

6.1 General

Dacorum Borough Council provides 'in-house' staff to provide monitoring services. The CCC will only be staffed by trained operators in accordance with DBC policy and operational procedures.

All staff will be fully conversant with this Code and their operational procedures which they will be expected to comply with as far as reasonably practicable at all times.

DBC intends to develop its CCC service and generate income by offering the monitoring service to local businesses and other third parties. Income will offset costs and contribute to DBC financial efficiencies.

6.2 Private Security Industry Act 2001 and the Security Industry Authority (SIA)

Under the provisions of the Private Security Industry Act 2001 it is a criminal offence for staff to be 'contracted' as public space surveillance (CCTV) operators in England, Wales and Scotland without an SIA licence. The Security Industry Authority is the organisation responsible for regulating the private security industry. For more information visit: www.sia.homeoffice.gov.uk

Any contracted staff operating in the CCC will be in possession of an SIA CCTV Licence in compliance with this legislation.

6.3 Staff Vetting

It will be a condition of employment that all staff being selected for a role in the CCC satisfactorily complete locally agreed vetting procedures and those defined by the SIA for a CCTV Licence.

6.4 Staff Training

Every member of staff directly connected to the operation of CCTV or with responsibility for the CCC will be trained appropriately for their role. As a minimum the SIA CCTV Licence demands a structured training programme that results in a recognised qualification. The Information Commissioner's Surveillance Code requires all staff to be trained in their responsibilities for data management.

6.5 Discipline

Every individual with any responsibility for CCTV under the terms of this Code or related procedures will be subject to this Council's disciplinary procedures should there be any breach of the Code or of any aspect of confidentiality. A breach of the Code may also result in criminal proceedings.

7. Access to and Security of CCTV - Community Control Centre

7.1 Authorised Access

Access is restricted to ensure security and confidentiality of the information inside the CCC. Entry will not be allowed without sufficient reason and in accordance with clause 2.

Regardless of anyone's status, all access to the CCC will be recorded in a Visitors Log. All visitors will be reminded of the need for confidentiality by displayed notices and a clause in the Visitors Log. Operational staff will ensure only authorised access and an accurate visitors log is maintained and enforced.

Operational staff, approved by the DBC CCTV System Manager, who frequently go into the CCC as part of their daily duties are exempt from signing the Visitor Log providing they have signed a Declaration of Confidentiality. This will be managed by the CCTV Team Leader.

7.2 Public Access

In the interest of openness and accountability, anyone wishing to visit may be permitted to do so, subject to the approval of the DBC CCTV Team Leader. Operators must always be aware of public visits in advance and the visits may be ended for operational reasons at the discretion of the CCTV Operator. All public visits will be conducted and recorded in accordance with agreed operational procedures.

7.3 Security

Access control measures will be used to ensure security and confidentiality of the CCC.

Authorised personnel will be present at all times when the equipment is in use. If the CCC is left unattended for any reason it will be secured. In the event of evacuation for safety or security reasons, the agreed operational procedures will be complied with.

8. Access to and Security of CCTV – Other DBC sites

8.1 Authorised Access

Access to any CCTV monitoring or recording equipment on other DBC sites is restricted to ensure security and confidentiality of the information processed. Only nominated key staff will be allowed to access equipment and recordings for proper reasons and must only be for the stated purposes of CCTV.

Access control measures will be used to ensure security and confidentiality where necessary. There will not be any public access to equipment or recordings at these sites. Individual access to 'personal data' is not affected by this clause.

9. Operation and Management of CCTV by DBC

9.1 General

All the equipment associated with either the main public-space CCTV system (PSS) or the other CCTV systems operated by DBC departments, (regardless of whether it is connected to the CCC), will only be operated by nominated personnel who have been properly trained in its use and local operating procedures.

All staff responsible for any DBC CCTV system will be careful about exercising personal prejudices, which may lead to complaints about CCTV being used for purposes for which it is not intended. Staff may be required to justify their monitoring, recording or disclosing of images of any persons, activity or property at any time.

9.2 Signs

Signs will be placed in the areas covered by cameras to make the public aware of CCTV surveillance. The signs will indicate:

- The presence of CCTV monitoring (typically using a graphic of a CCTV camera)

- The 'ownership' of the System (unless it's obvious; i.e. Town Hall etc.)

- A contact telephone number for further information

9.3 Camera positions

If CCTV is the most appropriate means of addressing a pressing need, cameras will be sited in positions to meet that need after preparing an operational requirement document and privacy impact assessment. CCTV must be justified, meet the purpose for which it was installed and recordings must be of an appropriate quality.

Cameras will be restricted to ensure they do not view areas that are not of interest and are not intended to be seen; e.g. an individual's private property. Electronic 'privacy zones' may be used to ensure that the interior of any private property cannot be viewed.

As far as is reasonable, all cameras will be sited in positions that minimise risk to tampering, damage or destruction.

9.4 CCTV Monitoring – CCC

The CCC is permanently staffed (24 hours / 365 days a year) by SIA accredited and trained operators to provide fully specified CCC services. The operator's main role is to continuously monitor, identify and respond to incidents. The cameras will only be used for the purposes stated. The operators may be required to justify their monitoring or recording of any persons, activity or property at any time.

From time to time arrangements may be made for council or police staff to be present in the Control Room to support CCTV operations. This will always be in accordance with this Code and agreed operational procedures.

There is a dedicated CCTV link to the Police Control Room (PCR) in Welwyn Garden City where incidents and events can be viewed. This secure link can only be activated from the CCC for appropriate purposes and in accordance with agreed operational procedures.

General surveillance will remain the responsibility of CCC operations. Protection of the public will always remain the top priority at all times.

CCTV recording does not take place anywhere other than in the CCC. The CCTV/CCC Team Leader will undertake day-to-day management, co-ordination and overseeing of CCC operations.

9.5 CCTV Monitoring – Other DBC sites

At some DBC sites where CCTV is installed, monitors are installed to provide staff with the opportunity to watch 'live' images when necessary. Monitoring is not a prime function at these sites.

9.6 Transmission, Recording and Storing CCTV Images

CCTV cameras transmit images to the CCC or direct to a local on-site recording device using a variety of methods. These include cables, wireless signals and computer networks. Security of transmission remains paramount. Transmission will either be owned by the Council or provided under contract by an industry supplier.

DBC uses Network and Digital Video Recorders (N/DVR's) to record the images from all cameras throughout every 24-hour period. The N/DVR's are either housed securely in the CCC or secure locations at specific DBC sites. Recorded images are retained on the N/DVR's for no longer than 31 days. Retention periods may vary dependant on site-specific issues but will not exceed this limit at any site to ensure compliance with the Data Protection Act.

After retention the recorded images are erased using an automatic digital process called 'overwriting'. This meets the requirements of not keeping data for longer than necessary; a principle of data protection.

All recordings stored at CCC can be replayed on the dedicated computer workstations and in a secure area. Only authorised staff can download copies of recorded images when required for proper purposes. These images will then be kept for longer in accordance with the rules of evidence.

At any other DBC site, any recording, viewing and exporting of images will only be undertaken by trained and authorised staff; the public must have total confidence that information recorded about them by CCTV will be treated with integrity, security and respect for their privacy.

9.7 ANPR

Automatic Number Plate Recognition (ANPR) uses specific cameras set to capture a vehicle as it passes an ANPR camera. Its registration number is read and instantly checked against a database of vehicle records. Police are the primary users of this technology, although DBC uses one ANPR camera to manage the access of vehicles on a 'white list' to pedestrian shopping areas.

ANPR by the police is used to help detect, deter and disrupt criminality at a local, force, regional and national level, including tackling travelling criminals. ANPR provides lines of enquiry and evidence in the investigation of crime and is used by law enforcement agencies throughout the UK. Many commercial and retail sites now use ANPR cameras to aid vehicle management.

9.8 Body Worn Video (BWV)

BWV involves the use cameras that are worn by a person and are usually attached to their clothing or uniform. These devices can often record both visual and audio information. They are increasingly used by law enforcement agencies, but their reducing cost means other groups are able to purchase and use such equipment.

BWV systems are likely to be more intrusive than the more 'normal' CCTV surveillance systems because of its mobility. Therefore before each use of BWV, The Dacorum Borough Council will:

- Justify its use and consider whether or not it is proportionate, necessary and addresses a pressing need

- Have the ability to switch BWV on and off as necessary as it is important to know when and when not to record. Continuous recording will require strong justification as it is likely to be excessive and cause a great deal of collateral intrusion

- Carefully consider the need for audio as well as visual recording as the presence of audio recording adds to the privacy intrusion. (See 9.9 below)

- Comply fully the BWV guidance in the ICO Code for Surveillance Systems

9.9   Audio Recording

DBC considers the use of audio recording, particularly where it is continuous, to be more privacy intrusive than purely visual recording. Its use will therefore require much greater justification. DBC will only use audio recording where:

- A pressing need is identified

- Other less intrusive methods have been explored, and...

- These will not appropriately address the need and the only way is through the use of audio recording

- Appropriate privacy by design methods have been incorporated into the system

If DBC decides to use audio recordings in specific circumstances they will ensure:

- A thorough privacy impact assessment will be carried out

- The system provides a high enough quality of recording to achieve the stated aim

- The most privacy friendly approach is used; where video and audio recording can be controlled and turned on and off independently of each other. These two types of data processing should be considered as separate data streams and should be controlled separately to ensure irrelevant or excessive data is not obtained and held

- Consultation with staff in advance; where recording conversations between staff and particular individuals is needed for a reliable record of what was said and might be used as evidence in an investigation or audio recording is triggered due to a specific threat

- It is made clear to data subjects that audio recording is taking place, over and above any visual recording which is already occurring

9.10   Audit Trail (Record keeping)

Records will be kept, either paper-based or electronically on a computer, of all relevant activity associated with the operation and management of any DBC CCTV or surveillance system. This will typically include but is not limited to:

- Access and Visitors – name, times in/out and reasons for visit
- Actions taken by the staff and incidents reported to or seen by them
- Review and disclosure of CCTV images
- Fault reporting and rectification and the regular maintenance programme

Every CCTV recording or operational record has the potential of being required as evidence at some point. This means any material produced by DBC staff (permanent or contract), or produced by CCTV equipment including recordings, any copies and paper or electronic records.

All record keeping will be carried out in accordance with local operating procedures.

At the CCC, the CCTV management software will enable authorised staff to examine the use of CCTV and records created, in order to compile reports.

9.11 Maintenance of CCTV

To ensure compliance with legislation and national Codes of Practice, DBC will ensure all their CCTV systems are appropriately maintained in accordance with operational procedures and maintenance agreements.

Maintenance agreements will make provision for regular / periodic service checks on the equipment which will include cleaning of all-weather domes or housings, checks on the functioning of the equipment and any minor adjustments that need to be made to the equipment settings to maintain picture quality. Agreements will also include regular periodic overhaul of all the equipment and replacement of equipment, which is reaching the end of its serviceable life.

The maintenance agreement will also provide for 'emergency' attendance by a specialist CCTV engineer to rectify any loss or severe degradation of image or camera control.

DBC and the maintenance contractor will keep appropriate records.

10. Viewing and Disclosure of CCTV Recordings

10.1 General

Viewing and disclosure of recorded images from any DBC CCTV System must be controlled and consistent with the purposes of CCTV. Safeguarding an individual's rights to privacy will always remain a priority.

CCTV information will not be copied, sold, disclosed or used for commercial or entertainment purposes. Occasionally recordings may be used for the following:

- Training and demonstration purposes but the material will be selected by the CCTV/CCC Team Leader in consultation with the Police and its use will be strictly controlled

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- For the purpose of research:
  - To assist in the general planning and management of the areas of CCTV coverage
  - To assist in identification and compiling of information relating to public safety
  - To assist in the efficient management of services in the areas of CCTV coverage

Written authorisation from the CCTV/CCC Team Leader will be required before access for research purposes. The copying of material or its removal from the Community Control Centre for research purposes will only be permitted under exceptional circumstances and shall be fully documented.

All requests for viewing and disclosure of any DBC CCTV information will be in accordance with operational procedures, which contain detailed national standards. Key aspects are covered from 10.2 below. For recordings held at the CCC, the management of requests will be the responsibility of the CCTV Team Leader although in day-to-day practice disclosure is usually carried out by CCTV Operators. At stand-alone DBC CCTV sites, requests for viewing and disclosure of CCTV images will be the responsibility of a nominated individual in consultation with the DBC CCTV/CCC Team Leader.

Generally copyright and ownership of all CCTV information will remain with the DBC Data Controller. Once CCTV images have been disclosed to another body (such as the police), then *they* become the Data Controller for their copy of the images. It is their responsibility to comply with the Data Protection Act in relation to any further disclosures.

10.2   Main Requests for Viewing and Disclosure

Requests for viewing and disclosure of CCTV information will normally be granted to organisations that show valid reasons, which meet the stated purposes of CCTV. These are mainly (but not limited to) the following organisations:

- All UK police staff, (including Ministry of Defence and Military Police)

- Statutory authorities with powers to prosecute, (e.g. H.M. Revenue and Customs, councils, Trading Standards, Environmental Health, etc.)

- Solicitors or their legal representatives in criminal or civil proceedings; (such a request may incur a fee)
- Individuals representing themselves in judicial proceedings

- Other agencies (e.g. Insurance companies) according to purpose and legal status. A reasonable fee will be charged to cover costs of searching, copying and disclosure. Some requests may be treated as a DPA Subject Access Request if an individual has authorised an SAR submission on their behalf

All requests will be supported by a written record in accordance with operational procedures; a copy of the DBC CCTV Data Access Request Form is shown at **Appendix C**, which will be completed and approved in all cases. Viewing and disclosure of information will not be unduly obstructed however, CCC operators may refuse requests to provide CCTV footage if insufficient information or an invalid reasons has been provided.

10.3   Requests for Disclosure by Members of the Public (Subject Access)

Individuals recorded by CCTV have a right to view images relevant to them; ('personal information') and unless agreed otherwise, be provided with a copy of the images. Requests by members of the public for CCTV images are limited to 'personal information' as required by the Data Protection Act 1998. These are called 'Subject Access' Requests (SAR). Third-party information (e.g. another's' identity or vehicle registration number) will not be disclosed through such requests.

A SAR must be made in written form to DBC; in the first instance to the CCTV/CCC Team Leader. The applicant must satisfactorily prove their identity and provide sufficient information to enable the data to be located. The first response to a request will normally be given within 7 working days of receipt. The requested information will be provided within 40 calendar days of receipt if the recording is still held. A fee will be charged at the current statutory maximum set by Parliament.

Judgements about disclosure will be made by those responsible for operating CCTV. If third-party information is also shown with the images of the applicant, consideration will be given to obscuring the images. This ensures unfair intrusion into the privacy of the third party, or causing unwarranted harm or distress is prevented.

Requests for personal information will not be granted in circumstances that involve the prevention or detection of crime and the apprehension or prosecution of offenders where disclosure may prejudice proceedings. Other disclosure rules may apply.

10.4   Freedom of Information Act 2000

The Freedom of Information Act (FOIA) gives the public a general right of access to official information held by most public authorities (police or councils, etc.). It also applies to companies, which are wholly owned by public authorities. Typically it applies to information around decisions, statistics, spending money and effectiveness. Requests may be by letter or email. The public authority must state whether it holds the information and normally supply it within 20 working days in the format requested.

When responding to requests, there are procedural requirements set out in the Act, which an authority must follow. There are also valid reasons for withholding information, which are known as exemptions from the right to know. FOIA exemptions apply to disclosure of CCTV images:

- If the images are those of the FOIA applicant - the information will be treated as a Subject Access Request as explained at 10.3 of this Code

- If the images are of other people/vehicles etc., these can only be provided if disclosing the particular information does not breach the data protection principles

In practical terms, if individuals are capable of being identified from the relevant CCTV images, then it is personal information about the individual concerned. It is unlikely that this information can be disclosed in response to an FOIA request. The applicant could potentially use the images for any purpose and the individual concerned is unlikely to expect this and it is likely to be unfair processing breaching the Data Protection Act (DPA).

This guidance is not exhaustive and full information on FOIA issues can be found at the ICO website: www.ico.gov.uk

10.5   Requests for Disclosure by the Media

Requests for CCTV images from the media will always be considered if they meet the stated purposes of the CCTV or it is in the public interest for the images to be disclosed. The disclosure will include a signed release document that clearly sets out what the data will be used for, the limits on its use and retention of editorial control by Dacorum Borough Council.

Hertfordshire Constabulary will be permitted to release recorded material to the media in connection with an investigation or detection of a crime without prior approval of DBC. Material should relate to specific incidents and only be released in accordance with the National Police Chief's Council media guidance and Hertfordshire Constabulary procedures. Strict copyright conditions that do not allow it to be used for entertainment or any other purposes will apply.

The CCTV/CCC Team Leader should be advised of the release of the recorded material to the media. Every effort should be made to give the notification prior to its release.

11.   Evaluation of DBC CCTV Systems

11.1   The Dacorum Public Space CCTV System

The CCTV Lead Officer at the CCC will be responsible for carrying out regular checks on CCTV and operational systems to ensure that the procedures are being followed. Any discrepancies will be reported without delay to the CCTV/CCC Team Leader.

The DBC Assistant Director of Neighbourhood Delivery or nominated person will be responsible for receiving regular and frequent reports on the operation of CCTV. The Council may nominate a person and/or committee with a specific responsibility for receiving and considering those reports.

A range of performance indicators for monitoring and evaluating effectiveness of public space CCTV will be used:

- Contribution to public reassurance (public safety and quality of life issues)
- Original reason for the camera being installed; changes to purpose / environment
- Community and Police crime data; offence types, incidents, associated arrests and local intelligence
- CCTV Control Centre incident logs and performance indicator information
- CCTV Council Control Centre operator capacity
- Age and Annual cost of the camera, (connection/power and repair costs)

This approach includes the wider issues for justifying continued of CCTV.

The System will be audited in accordance with the policy of the Council. From time-to-time the System will be independently evaluated to assess the overall performance of CCTV. Statistical and other relevant information, including any complaints made, will be included in the DBC PSS CCTV Annual Report.

11.2 Other DBC CCTV Systems

All Dacorum Borough Council CCTV systems will be reviewed on a frequent basis; at least annually, to ensure compliance with national Codes of Practice, the Data Protection Act 1998 and to validate their need and continued use. A nominated person at each site will be responsible for carrying out regular checks on CCTV. The DBC Assistant Director of Neighbourhood Delivery or nominated person will be responsible for receiving the reports.

11.3 General evaluation issues

The use of DBC CCTV should be evidenced-based. Cameras should be reviewed annually using evidence available to Dacorum Borough Council and its CCTV stakeholders. Where evidence can be found to show that a CCTV camera location continues to be justified under the Code of Practice for CCTV the camera should remain.

Where evidence, gathered over a 12-month period, cannot be found to show that a CCTV camera location continues to be justified the camera should be:

(i)   Removed and placed at another location known to have a pressing need or be experiencing serious, frequent anti-social / criminal behaviour which can be shown to be negatively impacting on the wider community and which continues despite actions by Dacorum Community Safety Partnership agencies to reduce/resolve the problem,   (or)

(ii)   Removed with the camera placed in storage or dismantled for spare parts and the camera site decommissioned (where no pressing need, current crime or disorder issues have been identified justifying the installation of a camera or where insufficient funding is available to relocate the camera)

The results of any aspect of evaluation will be used to review and develop alterations to the purposes for CCTV, as well as the management and operation of CCTV systems.

12   New CCTV installations and equipment

From time to time services in DBC will request that CCTV be installed or areas will be identified that may benefit from CCTV. It is essential in these instances that the CCTV /CCC Team Leader is the lead in this process to ensure there is compliance to the Code of Practice and legislation.

All requests for new or additional CCTV installation should be made to the CCTV Team Leader and have followed due process and they will be considered by a Community Safety Partnership panel. They will then be considered with the evidence provided to ensure they meet the requirements of the code and are compatible with DBC systems.

13.   Making Enquiries or Complaints about CCTV

A member of the public wishing to make enquires or a complaint about any aspect of DBC CCTV System may do so by contacting the DBC CCTV/CCC Team Leader.

All complaints will be treated seriously. They will be dealt with in the same way as the discipline and complaints procedures, which apply, to all members of the Council and Hertfordshire Constabulary staff. Copies are available from the respective organisations.

The DBC CCTV/CCC Team Leader will ensure that every complaint is acknowledged in writing, which will include advice about the procedure to be undertaken. Details of all complaints and the outcome will be included in the regular reports supplied to the DBC Assistant Director of Neighbourhood Delivery and included in the Council's annual report.

If the outcome from a complaint about how the CCTV system operates or how images (data) were handled is thought to be unsatisfactory, the Office of the Information Commissioner can be approached to investigate independently. Individuals have additional rights under DPA to prevent processing likely to cause substantial and unwarranted damage or distress and to prevent automated decision taking in relation to the individual.

Visit www.ico.gov.uk ; telephone 01625 545745 or write to:

> Information Commissioner's Office
> Wycliffe House
> Water Lane
> Wilmslow
> Cheshire
> SK9   5AF

Appendix A

Key Personnel - Roles and Responsibilities

Dacorum Borough Council CCTV Systems

Owner and Data Controller:

Dacorum Borough Council
Civic Centre
Marlowes
Hemel Hempstead
Hertfordshire
HP1 1HH
Tel. 01442 228000

http://www.dacorum.gov.uk

Responsibilities include but are not limited to:

- Determining the purposes of CCTV

- Providing the Data Protection Officers' annual Notification of the CCTV System to the Information Commissioner

- Ensuring the provisions of the Data Protection Act 1998 are met

- Ensuring the provisions of the Protections of Freedoms Act 2012 are met

- Providing a CCTV Code of Practice and local operating procedures

- Ensuring the provision and maintenance of all equipment forming part of any DBC CCTV system in accordance with contractual arrangements, which the owner may from time to time enter into

- Authorising proposed alterations and additions to CCTV systems, the DBC CCTV Code and operational procedures

- Appointment of an DBC representative to assist in all CCTV matters

DBC CCTV Systems Management:

> CCTV/ Community Control Room Team Leader (CCCTL)
> Dacorum Borough Council
> Civic Centre
> Marlowes
> Hemel Hempstead
> Hertfordshire
> HP1 1HH
>
> Tel. 01442 228000

The CCCTL will be the main point of contact on behalf of Dacorum Borough Council and will have delegated authority for data control on behalf of the Data Controller.

Responsibilities include but not limited to:

- First point of contact for DBC CCTV matters and DBC line manager in the Community Control Centre (CCC)

- Ensuring the day-to-day management of CCC staff and the PSS CCTV System

- Organising and maintaining the operator rota, and arranging cover as required

- Ensure support to all DBC CCTV/systems operators that have nominated responsibilities to any DBC CCTV system

- Identifying and organising operator training; coordinating all CCTV training required by security officers and other personnel to ensure the requirements of the DPA and other legislation are met

- Performing the duties of a CCTV Operator as required

- Liaison with maintenance and other contractors

- Main point of contact for Council Officers, the Police and other organisations, on operational CCTV matters

- Ensure the interests of the public, owners and other stakeholders are upheld in accordance with the terms of this Code of Practice

- Agree to any alterations and additions to CCTV systems, this Code and/or local operating procedures

- On behalf of Dacorum Borough Council and all CCTV stakeholders, implement any requirements to ensure the effective and compliant use of DBC CCTV systems

CCTV/CCC Lead Officers and Operators

- Perform the duties of a CCTV/CCC Operator

- Review historic CCTV images on behalf of legitimate interested parties when viewing requests are received

- Carry out immediate reviews of recent historic images in the event of an incident which requires clarification/investigation

- Report to the CCTV/CCC Tem Leader

- Carrying out regular checks on CCTV and operational systems to ensure that the procedures are being followed

Appendix B

The Dacorum Public Space CCTV Camera Locations

AGENDA ITEM: 10

SUMMARY

Report for:	Cabinet
Date of meeting:	9 February 2016
Part:	1
If Part II, reason:	

Title of report:	Asset Management Strategy
Contact:	Cllr Graeme Elliott, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations) Author/Responsible Officers; David Skinner, Assistant Director (Finance & Resources) Nicholas Brown, Group Manager (Commercial Assets & Property Development)
Purpose of report:	For Cabinet to review and approve the implementation of the proposed Asset Management Strategy.
Recommendations	That Cabinet approve the implementation of the Asset Management Strategy as detailed in this report.
Corporate Objectives:	Efficient management of the Council's assets is essential for the effective delivery of all corporate objectives.
Implications: Value For Money Implications'	Financial The Council has a significant and varied portfolio of assets which provide an income stream that is crucial to the delivery of the Council's corporate objectives. Value for Money The implementation of this Asset Management Strategy will provide improved structure to asset governance and performance management. This in turn will improve the Council's decision-making and support and enhance existing income streams.
Risk Implications	A robust Asset Management Strategy (AMS) mitigates the risk of the Council not being able to deliver the benefits described above.

Community Impact	Community Impact Assessment carried out
Health And Safety Implications	None
Monitoring Officer/S.151 Officer Comments	**Monitoring Officer:** No further comments to add to the report. **S.151 Officer** This is a S151 Officer report.
Consultees:	Senior Officers across the Council Finance & Resources Committee
Background papers:	Asset Management Strategy January 2014
Glossary of acronyms and any other abbreviations used in this report:	None.

Background

1. The attached Asset Management Strategy was originally produced by the property consultants EC Harris in consultation with senior officers across the Council and submitted to Cabinet on 21 January 2014.

2. This has subsequently been updated by officers in response to the changing value of the asset profile of the Council, the creation of a Property Management Board and the presentation of a specific Disposal Strategy for assets. The objective of the strategy is to assist the Council to manage the performance of its assets as efficiently as possible in support of its corporate priorities.

2. The Strategy was considered by the Finance & Resources Overview and Scrutiny Committee on 13 January 2016 and by the Corporate Management Team. Some minor amendments have been made as a result of comments received.

3. An Executive Summary is included on the first three pages of the Strategy to assist Members to focus their attention on particular areas of interest.

Dacorum Borough Council

Asset Management Strategy

Version 2
January 2016

Version 1 approved January 14

Executive Summary

1.   This strategy sets out how Dacorum Borough Council intends to use its property portfolio to support the priorities identified in its *Corporate Plan*, and how it plans to improve the performance of its assets. The strategy also informs and supports the Council's Medium Term Financial Strategy. The Council's social housing stock is covered separately under the *Housing Strategy*.

2.   The Council holds a substantial property portfolio with an estimated market value of over £128m as at March 2015[1]. Its assets include:

- Operational assets – required to deliver Council services
- Community assets – supporting community well-being
- Garages – nearly 8,000 units in total for rent
- Investment assets – delivering an annual revenue stream for the Council

Figure 1: Dacorum's Assets by Number and Value
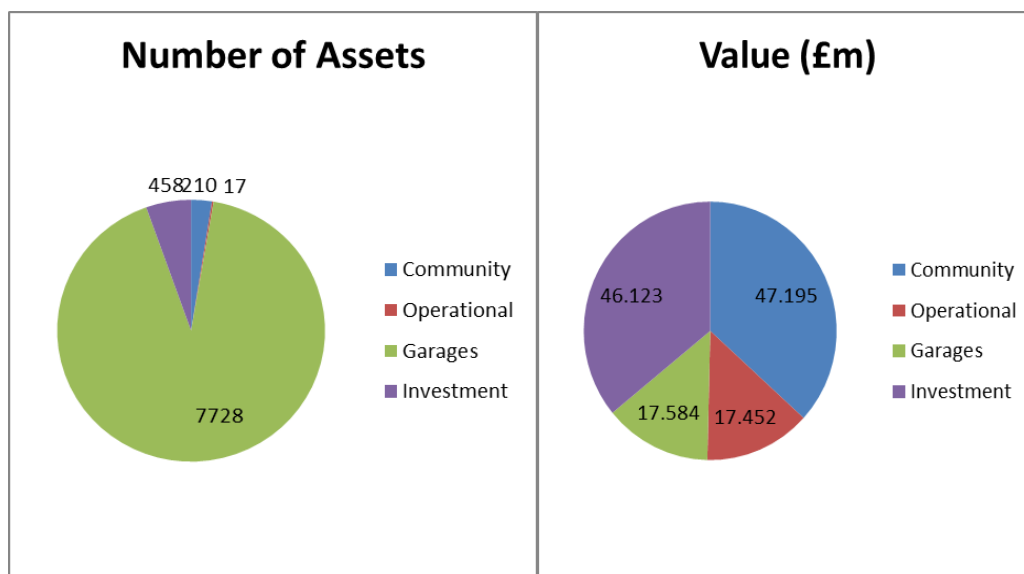
3.   This strategy is set out in four distinct sections, which cover the key areas the Council must consider in order to manage its asset portfolio effectively:

Part 1 – Property and corporate priorities

4.   This section sets out how the Council is aligning its property portfolio to the services it delivers and its corporate priorities. Economic growth is a key priority, as set out in the *Dacorum Look No Further* strategy, as is delivering affordable housing. The Council is using its assets to support these goals by:

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[1] The Council's housing stock is separately valued at £733M

- Reducing the public sector footprint in Hemel Hempstead town centre, including property owned by the Council, and using surplus land to support regeneration;
- Using Council land in Maylands to support business growth and economic development;
- Freeing up garage sites and other under-utilized brownfield sites for potential housing or other development.

Part 2 – Performance of the current portfolio

5.   This section assesses the current performance of the property portfolio. Over half the portfolio value is in community assets and garages, reflecting the importance the Council places on community well-being. Investment properties, held to generate revenue, account for a further third and deliver an annual net income of around £2.7M. Altogether, the property portfolio accounts for £3.4M of annual expenditure. It generates £8.9M of annual revenue and net income of around £5.5M. Equivalent to 45% of income from Council Tax payments, it is vital for the Council's financial position.

Part 3 – Realizing improved financial performance

6.   This section covers the Council's plans for a more efficient and commercially aware approach to holding property. It covers plans to reduce costs by:

- taking a more proactive approach to maintenance;
- maximizing cost recovery from service charges, dilapidation settlements and Full Repair and Insurance leases where appropriate;
- maximizing commercial leverage when procuring services, potentially in cooperation with other organizations;
- adopting more efficient energy and waste consumption strategies where opportunities exist;
- engaging in dialogue with community partners to explore where they may be better placed to run assets.

7.   Reductions in central government funding have put greater onus on local authority revenue generation to protect services. The Council is fortunate to have an investment portfolio which delivers a significant annual return, but it will aim to protect revenue for services by:

- proactively using rent reviews to address its poorest rental returns by the continued application of the higher of CPI or market rental values;
- considering the disposal of assets that do not contribute an acceptable return;

- using operational and community assets to support its partners so the investment portfolio is focused on income generation;
- increasing income from Business Rate Retention and Council Tax receipts through economic and housing growth.

8.   Where appropriate, the Council will also look to maximize value from changing the use of assets, including garage sites and redundant buildings. It will scrutinize asset utilization to generate a forward programme of opportunities for generating capital receipts or revenue benefits.

Part 4 – Creating the framework for long-term success

9.   Delivering long-term performance excellence requires a management framework which enables the organization to monitor performance and make the right decisions. The Council is well served by its small property team but the Council will aim to better support their work by:

- Improving the property management structure to ensure clearer delineation of responsibility and appropriate capacity and capabilities to support delivery of this asset management strategy;
- A new Property Management Board to improve governance, maximise returns and focus decision-making on priorities;
- Improving collection and use of management information so decision-makers have the right information and performance data provided in a timely manner;
- Collaborative working with other public sector organizations where the net benefit is greater than Dacorum can achieve on its own.

10.   This strategy will form a key reference point for the new Property Management Board, and it will be reviewed annually as a minimum. The strategy is accompanied by a delivery plan at Annex A which will be used by the Property Management Board to drive improved performance.

11.   **The key recommended actions are:**

- **Conduct asset development reviews on under-utilized assets and create a development opportunity pipeline**
- **Monitor utilization of community assets**
- **Sustain a proactive maintenance regime**
- **Adopt a consistent approach to below market rents for the public and 3rd sector**
- **Review the property operating model to deliver better performance and decision-making**
- **Review management information collation and performance reporting so the right information is given to decision-makers**

Part 1- Property and Corporate Priorities

Introduction

1.1   It is vital for the Council to understand how its property assets support the delivery of services and priority outcomes to ensure that it only uses those assets it really requires, and that the assets it uses are fit for purpose.

Council Services

1.2   Local service delivery in Dacorum is split between the Borough Council and Hertfordshire County Council. This has a significant bearing on how the Borough Council's administrative and operational property portfolio is used in particular, as the County Council is responsible for adult social care, schools and early year providers, children protection services, highways, fire and rescue and trading standards. Dacorum Borough Council is responsible for the following services:

- Providing social housing
- Administration of Housing Benefit and Council Tax
- Maintaining parks and open spaces
- Waste and recycling collection
- Environmental health
- Community engagement and addressing anti-social behaviour
- Children and youth services
- Arts and entertainment
- Development Management and Planning Services
- Car parks
- Cemeteries
- Support to democratic processes

Vision and Priorities

1.3   It is important that the Council's property assets support its wider corporate vision and five priorities areas detailed on www.dacorum.gov.uk. Affordable homes, regeneration and the local economy are a particular focus. The *Corporate Plan* builds on the priorities by setting out key aims in each area, and this asset management strategy identifies where the Council's property assets are being used to support their delivery. This alignment should continue to improve once the proposed changes to the Council's property operating model, set out in paragraph 4.3, are completed.

Current Alignment of the Property Portfolio to the Corporate Priorities

Affordable Housing

1.4   The Council adopted the Local Planning Framework *Core Strategy* in September 2013, which sets out overall planned housing development to meet expected housing demand in the period out to 2031. Over 10,750 homes are expected to be built from 2006-2031, averaging 430 new dwellings per annum. A number of sites owned by the Council are earmarked for development, including both brownfield and greenfield sites. Examples include land at Cherry Bounce and Piccotts End which together might deliver over 380 new dwellings. As a result, the Council will need to plan the release of identified sites to ensure timely development in line with expected demand.

1.5   Under its *Housing Strategy*, the Council has a major housing programme underway which includes:

- Plans to deliver over 1,000 new affordable homes in partnership with housing associations over the next five years;
- Its own new-build programme for over 300 new homes by 2019/20;
- A significant increase in the level of investment in the Council's housing stock;

1.6   The Council's property portfolio is supporting the Council's housing plans where it is identified that assets are no longer required for their current use and may be converted for development. For instance:

- The Council holds in excess of 1,947 void (empty) garages and it is currently reviewing how they might be consolidated to free up land for housing development.
- The property team in conjunction with the Strategic Housing team has purchased an alternative site for the Tring depot with a view to enabling housing development on the current Tring site.

1.7   Supporting affordable housing is a key priority for the Council. However, any evaluation of the development potential of sites must include consideration of lost income where assets currently provide a revenue stream.

Regeneration

1.8   The Council's *Dacorum Look No Further* strategy sets out its approach to making the Borough more attractive to investors and visitors to boost the local economy, create jobs and increase prosperity.

1.9   The Council acknowledges that it cannot on its own deliver significant regenerative effect and that it must encourage significant private sector

investment in the Borough. It aims to act as a catalyst for regeneration and growth by maximizing use of its own assets, including supporting master plans for the priority areas of Hemel Hempstead Town Centre and Maylands Business Park. Specific measures include:

i. Maylands Business Centre: Set up and owned by the Council, the Centre supports local small business start-ups. It is now self-funding and is very successful, achieving near full-occupancy and a number of businesses have already moved on to bigger premises. Plans are currently under way to extend this facility.

ii. Land at Maylands/Woodwells: the Council is aiming to develop surplus land it holds at Maylands to support business growth there.

iii. Hemel Hempstead Old Town: To help make the Old Town a more attractive destination for visitors, the Council has upgraded the Old Town Hall to make it more accessible for visitors.

iv. Hemel Hempstead Public Sector Quarter and Market Square: The Council is seeking a development partner to help transform the Market Square by creating a new bus terminal in the centre of the town and developing the Market Square to provide restaurants and leisure facilities. It is also looking to replace existing public sector buildings on The Marlowes with a purpose-built Public Sector Quarter and release land to support housing development.

v. Jarmans Park: The Council is working with private sector partners to enhance the leisure and retail offer with improved connectivity, including making improved use of the Council's land holdings.

1.10 Stimulating regeneration and growth will also potentially improve the Council's revenue position as a result of business rate retention but the Council will need to weigh up the benefits carefully where new projects risk the loss of current income. Getting the balance right between future economic growth and the protection and enhancement of revenue income is a key issue for asset management planning.

Safe and Clean Environment

1.11 The Council is working to deliver a clean, safe and sustainable environment for its citizens, and its assets make a considerable contribution to supporting community well-being. Extensive open spaces are provided to the community including numerous parks, woodland, outdoor sports pitches and facilities, and allotments. Three of the Borough's parks - Canal Fields, Chipperfield Common and Tring Memorial Gardens - have achieved the coveted Green Flag Award national standard for parks and green spaces.

1.12 Providing safe sporting environments and areas for children to play are also priorities. The Council works with the Sportspace to provide a

range of sports facilities for the community including sports centres at Hemel Hempstead, Berkhamsted, Tring and Longdean, Nash Mills recreation centre , the Little Hay golf course, and Dacorum's athletic track. It also invests in children's playgrounds across the Borough and the four adventure playgrounds it runs receive over 70,000 visits a year.

Figure 3: Sports and Outdoor Facilities

Asset Type	Number
Adventure Playgrounds	4
Allotments	18
Parks/Open Spaces	53
Sports Centres	4
Sports Ground & Pavilions	20
Woodlands	23

1.13   The Council aims to provide a cleaner environment by managing its estate in a sustainable way, and it is one of the few local authorities to have achieved the internationally recognized ISO 14001 standard for environmental management; Cupid Green was the first local authority waste depot to achieve accreditation for its waste service operations in 2004. The Council has measurements and performance targets in place to improve performance on its use of electricity, gas, water and paper, and the amount of landfill waste it produces from its operational estate, with figures reported quarterly.

Community Capacity

1.14   Dacorum has a vibrant sense of community which the Council is keen to support. It works with a wide range of local independent and voluntary organizations which help provide many services in the community, or otherwise support community cohesion. The Council aims to support the community by ensuring there are suitable assets available to support civic participation and assets to support vulnerable and deprived groups in the community. It provides a range of community assets, some of which are leased out and others which can be used on an ad hoc basis, including community centres, civic halls and facilities for youth groups.

Figure 4: Community Buildings

Asset Type	Number
Care centre	1
Civic Halls	3
Communal Rooms	9
Community Centres/Halls	16
Scout huts	5
Youth Clubs	6

Dacorum Delivers

1.15   The Council recognizes the importance of running its own operations efficiently, including the utilization and effective management of the property portfolio. An efficient and cost-effective property portfolio is vital because the Council owns assets valued at over £128m, with annual costs of over £3.4m and income of over £8.8m as at March 2015. It is also a crucial enabler for around 700 Full Time Equivalent (FTE) staff the Council employs, because providing the right environment for staff is important to enhancing staff effectiveness and service delivery.

1.16   The Council has a number of strands of work already underway to improve the cost-effectiveness of its estate including:

   i.   The Forum: The Council will be moving into a new purpose-built Forum by 2017. By working with other public sector partners, the Council intends to bring library, health, voluntary and Council services together in one new cost- effective and energy-efficient building in the heart of the town. The project will significantly rationalize the public sector footprint and release land for regeneration. The Council plans to vacate the Civic Centre in 2017

   ii. Maintenance contracts: A contract for the provision of FM services to the new Forum building will be tendered during 2016.

1.17   Improving the performance of the operational estate is being co-ordinated with wider efficiency initiatives including:

   •   Online Service delivery Increasing online service delivery should improve customer experiences while reducing staff requirements and the need for operational estate.

   •   Flexible working The *Dacorum Anywhere* initiative is driving modernization of working practices by providing staff access to IT systems wherever they are, and putting in place new flexible working arrangements which enable staff to work efficiently from remote locations, enhancing productivity and saving on building maintenance costs.

1.18   The following sections of the strategy provide an analysis of the current performance of the property portfolio and identify further measures which might be taken to support corporate priorities.

Section 2 – Performance of the Current Portfolio

Introduction

2.1 An understanding of current performance is vital if the Council is to improve the property portfolio's support to corporate priorities and enhance the Council's financial stability.

Asset Groups

2.2 The Council groups its 8,669 property assets according to their purpose to support performance analysis, as different types of assets have different performance drivers. The Council uses four high-level groupings to describe its assets:

Figure 6: Definition of asset groups

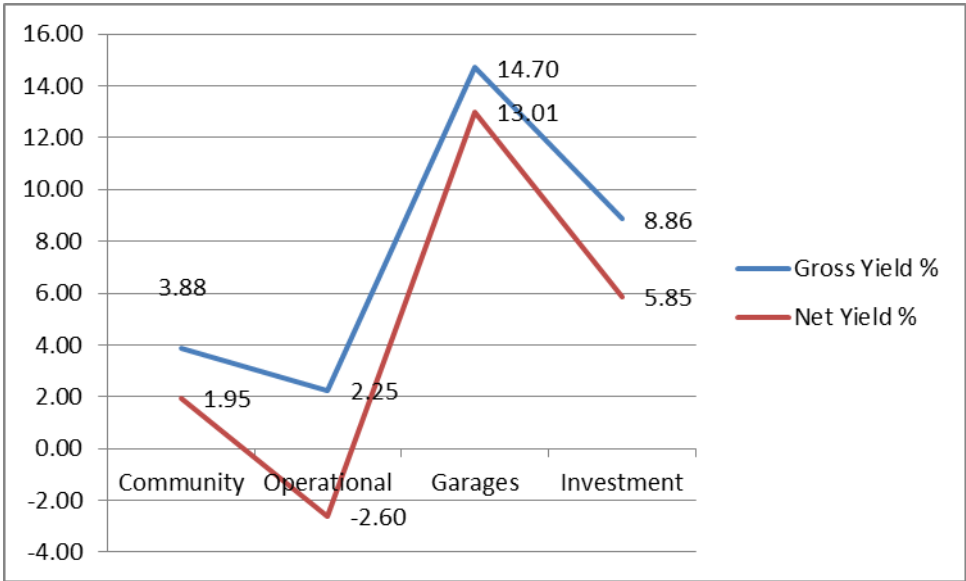| **Operational**	Assets the Council holds to support directly the delivery of Council services.	Includes civic centres, Environmental Services depots
Community and Infrastructure	Assets the Council holds to support Community well-being, beyond the direct delivery of Council services	Includes parks, bridges, cemeteries and crematoria, heritage assets, land, off-street car parks, adventure playgrounds, community centres, communal rooms, youth clubs, scout huts
Garages	Assets the Council holds to ensure the availability to local residents of garages (originally linked to the provision of social housing stock)	Includes garages
Investment Portfolio	Assets the Council holds to deliver annual income or appreciation in value in support of the Council's wider corporate objectives	Includes shops, maisonettes, industrial units, storage units, offices, filling stations, public houses, surgeries, workshops, houses, museum, nurseries, land

Overall Portfolio Performance

2.3 Community assets and garages comprise over 50% of the market value of the Council's property portfolio, with a further third in the investment portfolio. Community assets, garages and the investment portfolio all generate significant income, and if the net income delivered by car parking is discounted, community assets are a significant annual cost. Nevertheless, operational assets are the costliest asset group to provide, mainly because they have limited scope to offset costs through income generation.

**Figure 7: Income by asset group as at March 2015 (£M)**
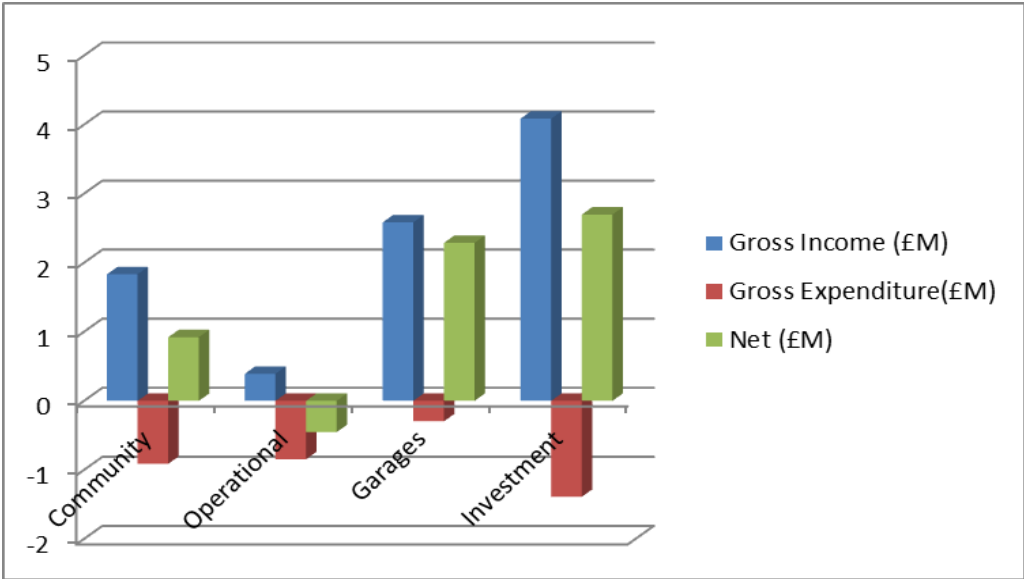
2.4   Figure 8 highlights that garages and the investment portfolio deliver the highest annual returns on investment. The investment portfolio's primary purpose is to generate income so strong returns are expected, but the significantly higher return delivered by the garage portfolio demonstrates it is also important for revenue generation. Nevertheless, the net cost (before depreciation) of the garage stock means its net yield reduces considerably bringing it much closer to that of the investment portfolio, because the latter has comparatively lower running costs. The operational and community portfolios deliver far lower annual returns, which is consistent with neither of them having the primary purpose of revenue delivery.

Figure 8: Yield by Asset Group % As at March 2015

2.5   The vast majority of the Council's assets are concentrated in the borough's major urban centre, Hemel Hempstead, which has a bearing on its ability to use its assets to support its priorities.

2.6.   Within the four asset groups, the Council holds a broad range of different asset categories, as indicated at figure 10. The majority of value is concentrated in a handful of asset categories with the top five representing over 60% of the market value of the entire property portfolio.

Figure 10: Community categories by value as at March 2015(£M)
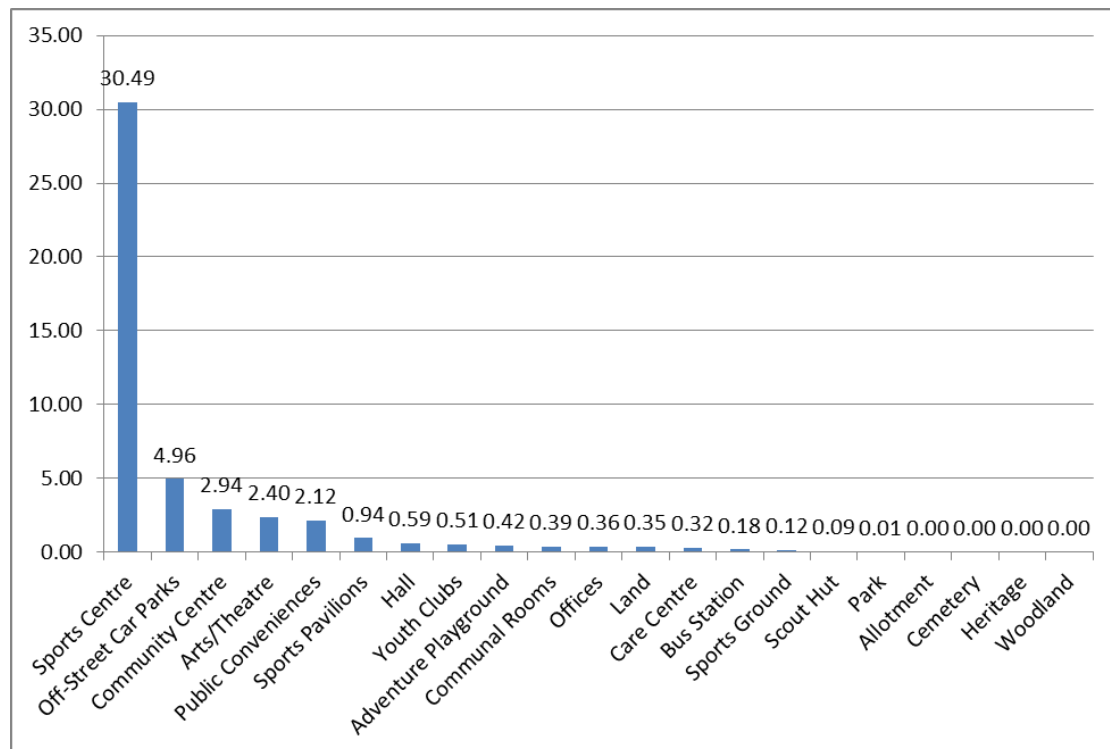
2.7   Annual income is also concentrated on a small number of asset categories. Figure 11 highlights that garages, retail units, off-street car parks, industrial units and dwellings collectively account for 53% of the portfolio value but deliver 94% of annual income. The Council must sustain or improve its income from these assets, while looking to deliver additional income from the rest of the asset base.

Figure 11: Income by Asset Type as at March 2015

	Total Number	Total Value (£M)	Income (£M)	Total Income %	Gross Yield %
Garages	7,728	17.584	2.584	29.0	14.70
Investment	458	46.123	4.086	45.9	8.86
Off-street Car Parks	27	4.959	1.697	19.1	34.22
Sub Total	**8,206**	**68.666**	**8.367**	**94.0**	**12.20**
The Rest	**207**	**59.688**	**0.528**	**6.0**	**0.88**
Grand Total	**8,413**	**128.354**	**8.895**	**100**	**6.93**

2.8 The remainder of this section provides analysis of the individual asset groups.

Operational Assets

2.9 The Council delivers its services from a small number of administrative and operational properties. It also retains a small number of serviced tenancy properties.

    i.   <u>Administrative offices (7)</u>: Around 600 employees operate from Hemel Hempstead Civic Centre, and the Council also runs the Maylands Business Centre which is used to support small businesses. Berkhamsted Civic Centre and The Bury are also retained as administrative buildings although neither is used to deliver Council services; they are used to accommodate other public sector organizations and provide community facilities.

    ii.   <u>Operational Depots (4)</u>: The Council operates depots from which around 150 employees deliver Environmental Services, and some elements of Residential and Regulatory Services; the main depot is at Cupid Green in Hemel Hempstead with three further depots at Berkhamsted, Tring and Kimps Way, Hemel Hempstead. Berkhamsted Depot is largely leased to partner organizations and is not vital to operational delivery.

    iii.   <u>Service Tenancies (7)</u>: These are properties which have historically been tied to a specific role, such as cemetery caretakers.

2.10 The Council's operational assets are currently valued at £17.452m, although the new Forum will increase the total value invested in operational assets once it is built.

Figure 12: Cost of the operational estate as at March 2015(£M)

Asset Category	Number	Value (£M)	Income (£M)	Cost (£M)	Net Cost (£M)
Offices	4	7.870	0.101	0.512	0.411
Depots	5	3.651	0	0.234	0.234

Service Tenancies	4	1.63	NA	NA	NA
Other	4	4.301	0.289	0.099	-0.190
Total	17	17.452	0.390	0.845	0.455

2.11 Operational assets represent the largest net annual running costs of the asset groups. The Council has a number of initiatives underway to transform the operational portfolio so that it is fit-for-purpose, efficient and sustainable, as well as releasing capital value and supporting regeneration:

   i. Replacing the Civic Centre at Hemel Hempstead. The new Public Sector Quarter (the Forum) will improve service delivery and reduce annual running costs.

   ii. Cupid Green Upgrade. This facility has already undergone significant capital investment, including recycling facilities and more modern, sustainable energy plant. The Council has relocatied the CCTV control room to an upgraded suite at Cupid Green.

   iii. Relocation of Tring Depot. The Council has purchased a fit-for-purpose site from Hertfordshire County Council for a new depot. It has released the current site for housing development and has provided more capacity to alleviate space constraints at Cupid Green.

2.12 The Council has mature plans to improve the effectiveness of its operational estate but it will be important to monitor delivery of forecast benefits from initiatives in hand. It will also plan carefully to minimise the running costs relating to surplus administrative and operational assets.

Community and Infrastructure Assets

Figure 13: Community and Infrastructure Assets by Number and Value

Asset Type	Number	Value (£M)
Sports Centre	4	30.49
Off-Street Car Parks	20	4.96
Community Centre	14	2.94
Arts/Theatre	1	2.40
Public Conveniences	19	2.12
Sports Pavilions	11	0.94
Hall	5	0.59
Youth Clubs	6	0.51
Adventure Playground	4	0.42
Communal Rooms	9	0.39
Offices	3	0.36
Land	49	0.35
Care Centre	1	0.32
Bus Station	1	0.18
Sports Ground	8	0.12
Scout Hut	5	0.09
Park	5	0.01
Allotment	18	0.00
Cemetery	3	0.00
Heritage	1	0.00
Woodland	23	0.00
Total	210	47.2

2.14   Community and infrastructure assets are provided primarily to support community well-being and as such it is difficult to undertake a meaningful assessment of their cost-effectiveness without a clear measurement of the benefit they provide to the community. It is clear, however, that barring off-street car parking, provision of community assets is delivered at a net cost to the Council of £0.4m per annum (see figure 14). This is largely because they produce limited income.

Figure 14: Cost of community assets as at March 2015(£M)

	No of assets	Income (£M)	Cost (£M)	Net income (£)
Off-street car parks	20	1.697	0.350	1.347[2]
Other assets	190	0.136	0.562	-0. 426
Total	210	1.833	0.912	0.921

2.15   The Council's new Property Management Board needs to establish a clear mechanism for monitoring usage of assets to validate their contribution to community well-being. The Council needs to consider how it might improve the cost-effectiveness of some asset types including community centres and public conveniences and to examine opportunities to increase income, reduce costs and examine potential development, transfer or disposal .options. This work has commenced through the 2016/17 budget setting process.

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[2] This is before non-controllable costs are deducted

Figure 15: Cost Impact of Community Centres and Public Conveniences 2015

Asset Type	Value (£)	2014/15 Cost (£)	2012/13 Income (£)
Community Centres	2,939,413	291,714	3,934
Public Conveniences[3]	2,117,602	148,897	150

Garages

2.16   The Council owns 7728 garages across the Borough with a capital value of £17.6m. They delivered £2.459m of billed income in 2014/15 for the Council against costs of £1.2m, so they are an important source of revenue. However, a condition survey carried out in 2009[4] indicated that there was a £15M maintenance backlog on the garage portfolio over the next ten years, which has the potential to significantly affect future net income.

Figure 16: The Financial Impact of Void Garages

Total Number	Void	Void %	2014/15 Lost Income (£M)	Value of Void Assets (£M)
7728	1947	25.1	0.818	4.430

2.17   Since 2014, the number of void garages has stabilised at circa 25%. This impacts income and the Council needs to improve its understanding of the causes so it can forecast the impact on future revenue and take action to arrest the trend.

2.18   The large number of void garages presents an opportunity to consolidate voids in order to vacate garage sites, enabling the Council to secure new income of potentially several million pounds from redevelopment of surplus stock. This could help to offset the costs of maintaining the core garage stock in the medium term.

2.19   Since September 2014 the Council has been actively pursuing a policy of garage disposals. The initial 97 sites have been reduced to an initial 19 sites that have been chosen for their suitability and potential receipt. This programme has led to the marketing of the first site in Adeyfield East and other will be marketed over the next eighteen months. Sale has been agreed for the first site subject to completion of the legal process.

Investment Portfolio

[3] These assets are redundant, having been closed under previous cost saving measures
[4] Carried out by Tibbalds

2.20   The Investment Portfolio of 458 assets is valued at over £46m and its primary purpose is to deliver annual income to the Council. In 2014/15 it provided £4.09m of income at a cost of £1.39m, delivering a net income of £2.70m. The overall gross yield was 8.9% with net yield of 5.9%.The net yield has reduced since the original strategy but this is to be expected given the historic under investment in the portfolio and demonstrates the willingness of the Council to invest in maintaining the quality of stock and sustainability of a vital income stream.

2.21   The portfolio is largely concentrated in a small number of locations and on particular asset types:

- 56% of the investment portfolio's value is concentrated in 14 locations (12 shopping centres and two industrial estates) which mainly constitute a mix of retail units, dwellings and industrial units;
- these sites deliver 66% of the total income derived from the portfolio

Figure 17: Market value of the 14 major sites as at March 2015(£M)
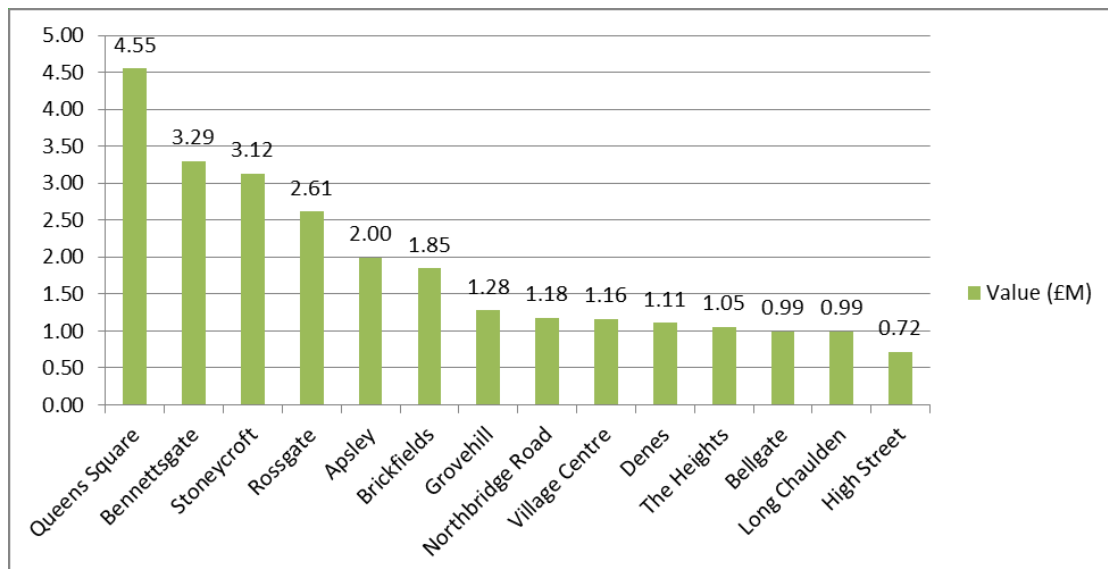
2.22   Figure 18 highlights the importance of the 14 key sites in terms of income and net yield. The low cost of these locations improves the net yield but also reflects a risk that under-investment in these assets could lead to increased maintenance costs in the future or loss of income. Conversely, the remainder of the portfolio delivers a low net yield, reducing the overall effectiveness of the portfolio but delivers security.

Figure 18: Performance of the Investment Portfolio 2014/15

|	Number	Value (£M)	Income (£M)	Gross Yield %	Cost (£M)	Net Income (£M)	Net Yield %
14 Key Sites	294	25.890	2.722	10.5	0.782	1.940	7.5
The Rest	164	20.234	1.367	6.8	0.608	0.759	3.8

Total	458	46.124	4.089	8.9	1.390	2.699	5.9

2.23   Historically, the portfolio has performed well for the Council, with low void rates (under 2%) and a reliable annual income stream. Net income has been relatively strong in part because of low levels of investment in maintenance and obsolescence removal. This financial model, however, presents a long-term risk for the reasons set out above.

The Council will undertake a condition survey within the next two years to understand the impact of the present stock condition on the sustainability of future rental income and investment returns.

2.24   The primary purpose of the investment portfolio is to deliver income, so yield analysis is a key measure. Figure 19 shows the yield performance of the 14 major investment locations. Figure 20 shows the gross yield for the major property categories in the portfolio against the benchmark[5].

Figure 19: Performance of the Key Locations in the Investment Portfolio as at 2015
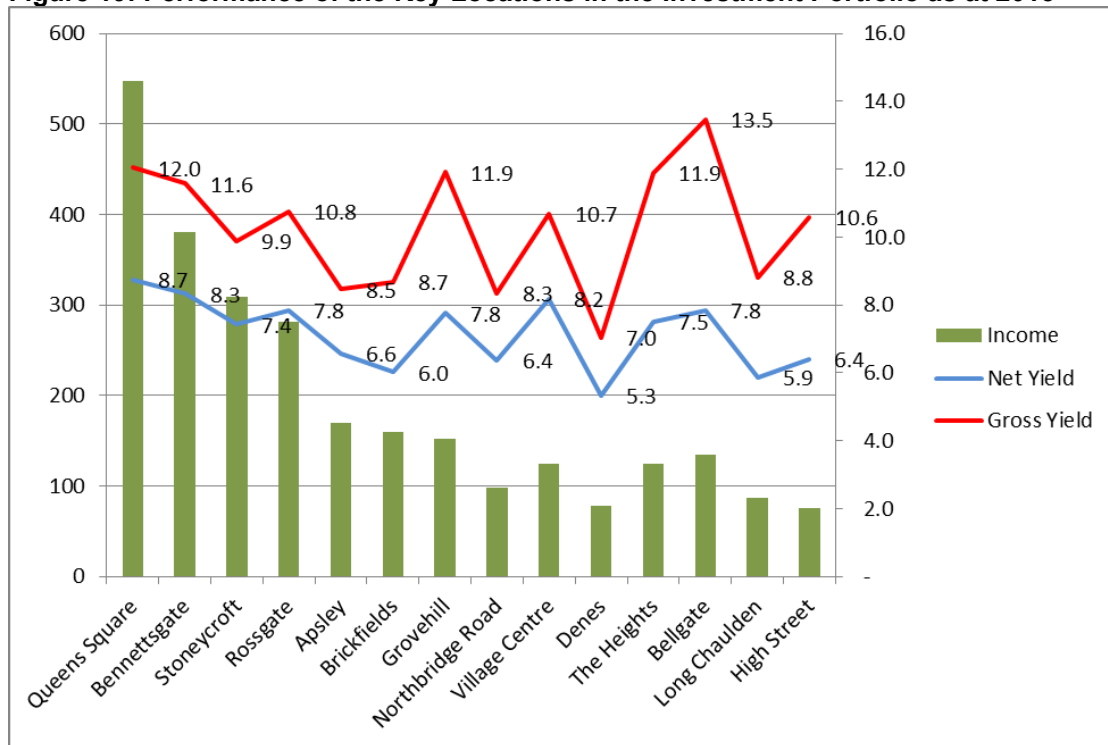
2.25   While local conditions will affect rental income, figure 19 indicates there is scope for the Council to address anomalies in returns between sites which have a similar balance of asset types. Market benchmarking also indicates there is scope for improved performance from the investment portfolio with focus required on:

- Most of the shopping centres do not perform as well as the market indicators for secondary/tertiary retail yields of 10-11.5%, with particular focus required on The Denes, Bennettsgate, Rossgate, The Heights, and Long Chaulden.
- Performance of retail and industrial units, which comprise around half the portfolio, are lower than market levels, which are 10-11.5% for retail and over 10% for industrial units.

2.26   The Council has taken decisions about the type of occupier/tenant mix in some of the neighbourhood centres to sustain local services and meet community needs. The Property Management Board will review the objectives of this type of facility going forward and determine clear criteria to monitor performance.

Section 3 – Improving Financial Performance

Introduction

3.1   There are opportunities to improve the overall cost-effectiveness of the property portfolio and deliver improved financial performance for the taxpayer through:

- identifying surplus assets or scope for increased asset utilisation;
- cost reduction;
- increased income;
- maximising value from assets which are no longer fit for purpose.

3.2   This strategy will be monitored via the Property Management Board, Departmental Management Team meetings and developing key performance indicator in these areas. As part of the budget setting for 2016/17 and onwards then there has been increased scrutiny of expenditure and income opportunities and 5% savings have been offered from maintenance budgets.

Asset Utilisation

3.3   Operational. The new Forum at Hemel Hempstead, will release other assets for alternative use, such as The Bury, and the co-location of some other public and third sector organisations will free up other assets they currently use. There is also scope to seek an improved return from the Berkhamsted Civic Centre/Depot location which offers limited operational value and is under-utilised.

3.4   Community Assets. Utilisation of community assets is hard to measure because of the absence of readily available usage data. The Council will implement and action plan to monitor usage in future, potentially in coordination with other public sector and third sector organisations (see paragraph 4.12), to determine whether it may be possible to deliver the same community benefits from a reduced asset pool.

3.5   Garages. As set out at paragraphs 2.17-2.18, the large number of void garages presents a considerable opportunity to rationalise the number of garage assets to release garage sites for development. Disposal of selected garage sites has already started.

3.6   Investment. The investment portfolio currently achieves a high occupancy rate in the region of 98%, so the key issue is to achieve improved returns and to sustain income levels.

Maximising Value through Alternative Use/Disposal

3.7   Where there is no requirement for an asset to continue in its current form, there may be opportunities to change its use or else dispose of it, delivering a one off receipt in the case of a sale or a combination of lump sum payment and annual income where the freehold is retained.

3.8   Asset Development and Disposal Programme. The Council has already earmarked some assets for disposal, such as Hemel Hempstead Civic Centre, and the Market Square

3.9   Where other assets are not cost-effective to maintain in their current form, or else which present an opportunity to achieve an alternative community benefit or financial return, the Council will conduct Asset Development Reviews (ADRs) to identify scope to improve the utility of the asset or an intelligent approach to disposal.

3.10   Garages. The significant number of surplus garages identified at paragraph 2.17 present an opportunity for the Council to pursue redevelopment of the sites. A disposal programme of selected sites has already commenced.

3.11   Greenfield Development. The Council has focused on utilisation of brownfield sites to support targets for housing, but to deliver its target of 10,750 new homes by 2031 it recognises the need to undertake selective development of greenfield sites. Some of those are owned by the Council, and their development could be brought forward to ensure annual housing targets are met and provide an early financial return for the Council. A further option is to develop smaller packets of open brownfield land it owns in and around urban areas. A prerequisite to achieve this is the clear identification of these sites on the Council's GIS mapping system. The Council will complete this exercise and undertake and action plan to examine its property holdings and identify a pipeline of opportunities for site development.

3.12   Balance between Capital and Revenue. The Council has a number of opportunities to realise capital receipts through asset disposal. While these would help to support the capital programme, the Council will also weigh up the benefits of alternative approaches whereby it retains

some share of the future revenue benefit delivered by the asset. On a case-by-case basis it will carefully consider the merits of retaining some equity to support long term revenue generation.

Cost Management

3.13   Asset Maintenance: The Council will focus on reducing its long-term asset maintenance costs through:

   i.   Proactive Maintenance Scheduling. The Council carried out a full stock condition survey in 2011 enabling it to plan a proactive maintenance schedule, which is key to addressing obsolescence, and sustaining the quality and condition of its properties. This is currently held on Asset Manager The survey enables more accurate forecasting of future budget requirements and should in time help reduce the level of reactive maintenance, which tends to be more expensive. It also reduces the risk that under-investment will lead to a spike in maintenance costs in due course or a loss of income should assets no longer be deemed fit for purpose.

   ii.   Better Cost Recovery. The Council is currently reviewing its cost recovery process through improved service charging of tenants, and dilapidation settlements, and potentially through changing lease terms:

      a.   Service Charges. Many investment portfolio leases include terms for service charging, but they have not historically been enforced as well as they could be, leaving the Council to bear maintenance charges. The Council will work to ensure that future costs are recovered from tenants and has put that in place for 2015/16.

      b.   Dilapidations. The Council does not have a high turnover of tenants, but where assets are vacated it will ensure costs are recovered for bringing assets back up to standard after use. This has been implemented in 2015/16.

      c.   Full Repairing and Insuring Leases. The Council employs Internal Repair terms on many investment and community asset leases, and the Council will review what additional cost benefit it might derive from Full Repair and Insuring Leases, beyond the benefits delivered from a more effective service charge regime. For community assets, the impact of these additional costs will need to be considered against other priorities for those assets.

3.14   Contract procurement: Joining with partner organisations to articulate common requirements enables increased commercial leverage with suppliers. The procurement of a new housing maintenance contract

with Osbornes from July 2014 allows for building services to utilise the contractor to support its assets, which delivers greater economy of scale for the Property Portfolio in particular. More widely, the Council will ensure that the scope for partnering in maintenance contract procurement, whether within the Council or with wider partner organisations, is considered as part of all future procurement processes.

3.15   Transfer of Community Assets: The maintenance of some of the Council's community assets results in a significant net cost to the Council, notably the Community Centres. In 2014/15, the net cost to the Council was £0.262m, as a result of peppercorn rents and the expense of internal repairs. While effort is being made to raise rents in a modest way and to transfer the terms of leases to Full Repair and Insuring leases, this is unlikely to address fully the level of cost currently sustained, and it might prove more cost-effective in the long-term to explore the transfer of the assets to local community associations if they are willing to take them on.

3.16   Improved Energy Management. The Council has already taken steps, primarily on its operational estate, to capture performance information on energy, water and paper consumption, and has undertaken some limited projects as at Cupid Green to install more energy-effective technology. The Council will set up and implement an action plan to enable a wider programme of energy efficiency for those assets for which it currently pays the utility charges, where there is a clear business case to do so.

Increasing Income

3.17   Increasing income is the other key lever to improve financial performance. The Council is pursuing a number of routes to do this:

3.19   Rent Reviews. The Council has made good recent progress in using rent reviews to secure an increase in yields on the investment portfolio but the analysisat paragraphs 2.25-2.26 indicates there is scope for further improved returns in a number of locations and against some asset types. The Council will take a proactive approach to its rent reviews to address discrepancies in yields, recognising that local conditions and the Council's own role in the community will have a bearing on the extent to which additional income is secured. The Estates team will look to ensure that rents on investment assets are linked to the higher of current market rates or CPI increases. We will set an action plan for these to be incorporated into the Estates workload on a regular and planned basis.

3.20   Below market rent. The Council currently offers below market rent on some of its investment portfolio assets to a range of public sector and

3rd sector organisations which collectively amount to approximately £0.1m of annual income as at March 2015.

The approach to third sector rents has not been consistent over the years and some bodies receive preferential terms and others pay market rates. We will look to move to a situation where all third sector tenants pay market rents which will be balanced by the receipt of non-cash grant aid from DBC. This will reveal the full costs of property occupation.

3.21   Business Rates and Council Tax. Converting assets to support economic growth or housing development will increase income if the expected business rate retention or Council Tax returns outweigh any loss in revenue.

3.22   Fees. The Council has taken a deliberate decision to keep the level of car parking charges amongst the lowest in Hertfordshire, and more generally aims to encourage use of facilities through its fees policy. Nevertheless, the Council will review its fees structure for use of its facilities against market rates and the annual asset costs to ensure they are appropriate.

3.23   Car Parks. Evidence suggests that there is a shortage of car parking space in Berkhamsted which the Council is well-placed to address through development of its Lower Kings Road site. The Council has allocated funding within its capital programme to develop a multi-storey car park on this site and is currently working toward planning submission in early 2016.

3.24   The measures proposed here will impact on financial performance but further work is required to establish the precise financial benefit and timing. This work will support future iterations of the Medium Term Financial Strategy. Annex A sets out a delivery plan for these actions and others covered in Part Four.

Section 4 - Creating the Framework for Long Term Success

Introduction

4.1   If the Council is to deliver sustained improvement in the management of its property portfolio it must create the right enablers for long–term success including:

- A fit-for-purpose operating model for property
- Improved governance
- Delivery of appropriate management information and performance reporting
- A more deliberate approach to partnering

Property Operating Model

4.2   The Council currently retains direct responsibility for management of the whole of its property portfolio. Day to day management, other than for garage stock which is managed by the housing team, is the responsibility of a small team which sits under the Group Manager (Commercial Assets and Property Development).

Figure 21: The Current Property Team Structure
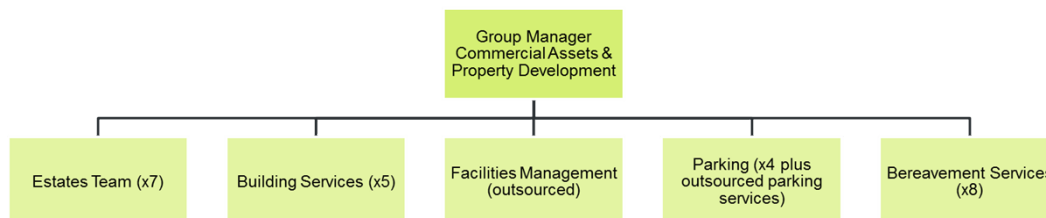
4.3.   The Council plans to undertake a review of its property operating model to address a number of areas in which it seeks improvements to the management of its portfolio:

a.   Clear Role. There is currently limited clarity over internal ownership of community and operational assets, with no clear responsibilities set out for articulating the property requirements needed to support service delivery and the achievement of corporate priorities and objectives. In many instances, the Group Manager Commercial Assets lacks a clear internal asset owner with whom he can discuss relative prioritisation of future plans and resourcing. The Council will review the existing structure and arrangements for the delivery of Property Services and examine the internal relationships and dynamics to ensure there is clarity of roles, responsibilities, prioritisation and clear systems of work. The Council will also clarify responsibilities where different services interface, such as between

Environmental Services and the property team over parks and open spaces.

b. Internal Coordination. The Council employs separate teams to run its property portfolio and its housing stock, with separate annual financial reporting for each portfolio. The Council will continue with this model but will look to make better use of synergies, expertise and best practice between the two areas where this will enable the Council to improve its commercial approach. The Council will review the capabilities, capacities and interfaces between the teams to ensure it has a clear understanding of future opportunities for closer collaboration, such as more effective deployment of niche expertise, sharing resource to address peak workloads, and shared approaches to contracting.

c. Business as Usual/Project Balance. The current operating model makes no distinction between management of 'business as usual' operations and discrete, time-bound projects which can be of strategic importance to the Council. It relies on the property team to balance the priorities. Sections One and Three of this strategy set out a growing pipeline of project-based work for the property team to support Council priorities objectives, which must be achieved while addressing areas for improvement in the day-to-day management of the property portfolio. The Council will review the current approach, because failing to achieve the right balance can lead to:

- slippage in the capital programme
- failure to carry out planned maintenance
- loss of income
- delays to key project activity
- inappropriate staff work loads

d. Use of External Expertise. The Council already makes significant use of external resource to meet building service requirements and is exploring the use of private sector partners to deliver its plans for Hemel Hempstead town centre and to develop surplus garage sites. As part of the review of the operating model, the Council will look to identify the skills and capabilities it should provide in-house in the future and those which it should aim to procure from outside. The property team provides a very good service to the Council, but given its size it cannot be expected to resource all the capabilities required and there may also be a need to provide short-term resourcing to augment the delivery of projects.

e. Online Services. The review will also explore scope for the Council to explore making better use of online services to support the property team. Improving online access to book facilities such as allotments, sports pitches, caravan pitches could enhance service delivery to the public while enabling scarce resource to be

prioritised onto other property management tasks. Research indicates that online transactions can be 20 times cheaper than by phone, 30 times cheaper than face-to-face and up to 50 times cheaper than by post.

Governance

4.4   The performance of the property portfolio is important to both the financial position of the Council and achievement of strategic priorities. Under the Council's current management structure there is a dedicated forum for discussion of property-related matters. Specific investment proposals are raised to the Budget Review Group, and decisions affecting Dacorum's property assets are raised at the Property Management Board (see figure 22, below

Figure 22: Incorporating a Property Management Board into the Current Corporate Group Structure
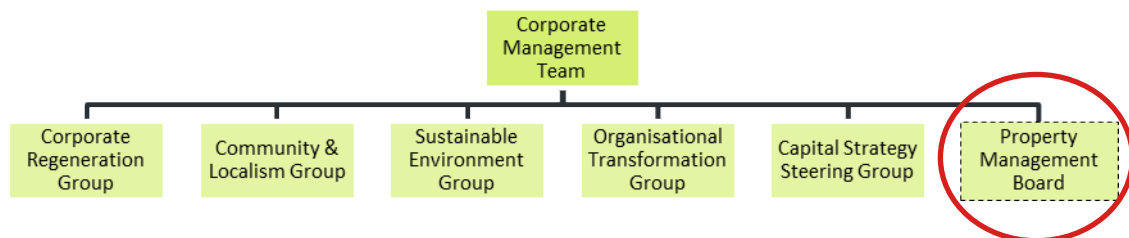
4.5   The Council has put in place a Property Management Board, which meets regularly and involves key senior stakeholders (see figure 23 for membership). Its role includes:

- Establishing clear property objectives and targets to underpin long-term improvement in the performance of the property portfolio;
- Monitoring performance reporting;
- Holding individuals to account for delivery against responsibilities;
- Identifying strategic opportunities to use assets to support corporate priorities;
- Ensuring evidence-based value for money decision-making where property is concerned;
- Identifying how to improve the long-term financial management of the portfolio;
- Identifying and recommending surplus assets for disposal.

4.6   Terms of reference have been established to support the work of the Board. It is expected to report its key findings and recommendations to the Corporate Management Team, and update Cabinet on performance and key issues. The Board co-ordinates its activity and decision-making with other key corporate decision-making forums such as the Regeneration and Affordable Housing Group to ensure the Council is able to maintain a coherent approach.

Figure 23: Membership of the Property Management Board

Position	Role
Corporate Director (Finance and Operations)	Chair and S151 Officer
Corporate Director (Housing & Regeneration)	Advice on overall housing , planning and regeneration considerations.
Assistant Director (Finance and Resources)	Advice on finance and resource impact and relative financial priority of projects
Assistant Director (Neighbourhood Delivery)	Support to Clean and Safe Environment and Community Capacity priorities
Group Manager (Strategic Planning and Regeneration)	Advice on Regeneration priorities
Team Leader (Estates and Valuation)	Support to estates functions
Assistant Director (Performance and Projects)	Performance reporting and coherence with other project themes
Assistant Director (Housing)	Support to Housing priorities and internal coordination of asset management
Assistant Director (Planning, Development and Regeneration)	Asset support to regeneration priorities
Group Manager (Commercial Assets and Property Development)	Day to day management of property assets and asset-focused projects

Management Information and Performance Reporting

4.7 Good governance is underpinned by complete and reliable management information, which is a fundamental pre-requisite for effective asset planning and management. It enables an understanding of the performance of the portfolio and where there are opportunities to improve, and facilitates sound decision-making. It also allows benchmarking of performance against public and private sector standards and transparent reporting of performance.

4.8 The Council currently employs four information systems (see figure 24) to support asset management decision-making, which store large amounts of data. Nevertheless, there are gaps in the information held and extracting management information can be difficult. The systems are also not configured to deliver appropriate performance information such as yield analysis for the investment portfolio, and performance reporting more generally is limited.

Figure 24: Property Management Information Systems

System	Purpose

Agresso	Records financial performance information to support budget preparation, in-year financial management and balance sheet preparation.
Asset Net	A CIPFA system which records specific property data for property portfolio (including garages), expected rental income, and future plans for asset maintenance
Orchard	Records specific property data for garages and housing stock
GGP GIS	Geographical information mapping

4.9 There are a number of improvements that the Council will focus on to improve the management information used to support property asset management:

a. Management Information Requirements. The Council holds a wide range of assets with different performance drivers, but there is no clear requirement setting out what information needs to be collected to support effective decision-making for each. The Property team and Finance team will work together to establish baseline information requirements against which current systems and information collation processes can be validated.

b. Information Reports. The second key challenge is to present information in a way that is useful to property managers. Providing managers with easy access to day to day reports helps focus on issues and exceptions. Examples include debt arrears, rent review schedules, yield reports, and maintenance spend versus budget. The Council will explore the scope to improve the reporting available to property managers.

c. Performance Targets/KPIs. The Property team reports voids and debt arrears against the investment portfolio as part of the corporate performance reporting regime, but is not required to report any other performance information.

Reporting needs to be extended to cover the performance of the whole property portfolio. This should be synthesised into the Corvu reporting system which can be used by the property team and the Property Management Board to monitor delivery against key targets. Further work is required to develop the precise performance reporting criteria, which needs to be simple to maintain and focused on key deliverables.

d. Property Costs. While information can be transferred from Agresso to Asset Net, it remains difficult to establish property cost information for categories of assets or individual assets, and to fuse financial property information. Further work is required to scope how to improve the alignment between Agresso and Asset Net to

provide property managers with better drill-down information capability.

e. <u>Single source for all asset information.</u> Property managers require accurate and consistent information. The use of numerous information systems creates the risk that different users input different information on different systems at different times. For instance, Orchard and Asset Net indicate different figures for the garage inventory. It is also important to ensure that information is updated in a timely manner. The Council will look to remove inconsistencies through improved information management processes.

f. <u>Geographical Mapping</u>. Many of the Council's assets are mapped on the Council's geographical information system but there are some land assets which are not. Understanding the totality of the assets the Council owns is important if it is to identify opportunities to release sites for development. The Council will ensure all assets are added to the system as a first step in identifying opportunities.

Working with Partners

4.10 With increasing pressure on budgets across the public sector, there is growing interest in collaboration across organisations to find efficiencies and deliver more effective ways of working.

4.11 The Council is already working with other public sector organisations on the Hertfordshire Property Steering Group (HPSG), which is chaired by the County Council, to support opportunities for more effective collaboration. Initiatives it is engaged in include:

i. Engaging in the Group's initiative to geo-map public sector organisations' properties across the County as a prerequisite for identifying the scope for rationalisation and more joined up public sector working, albeit this process does not enable sharing of broader property management information;

ii. Participation in cross public-sector locality reviews in Berkhamsted and Tring;

iii. The Council's own plans for The Forum involve the County Council, and a number of third sector organisations. The County Council views it as an excellent example of the cooperation the HPSG is trying to engender.

4.12 There may be further opportunities for more effective working with public sector partners:

i. <u>Further Sharing of Estate</u>: Increasingly organisations are looking to provide more integrated service delivery. There may be

opportunities for the Council to work more closely with partner organisations, including those in the 3rd sector, to achieve better outcomes or else reduce the associated overheads. One clear benefit might be the improved use of space to support multiple organisations thereby freeing other assets for alternative use or disposal. The Council will look to apply particular focus where assets are maintained at a significant net expense or else poorly utilised. The result may be more intense use of Council assets with benefit being delivered elsewhere in the public or 3rd sector and local discussions would be required on how such benefits are distributed.

ii. <u>Shares services or expertise</u>: The sharing of services could mean the joining up of property management functions across organisations to achieve economies of scale. Alternatively, it could mean the provision of more discrete specialist services by one organisation on behalf of another, or the joined up provision of such a service. An example might be the running of a common cross-Hertfordshire property management information system.

iii. <u>Joined up procurement</u>[6]: A joined up approach to procurement of professional real estate and Facilities Management services might deliver economies of scale that are not achievable where organisations work on their own. The Council is exploring more joined service procurement across its own property and housing portfolios. In future, it will ensure that options to collaborate with other public sector partners are considered as part of the procurement process.

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[6] Hertfordshire Police has saved several million pounds since 2007 through collaborative procurement

Annex A – Delivery Plan

No.	Project	Action	Owner	Timescale	Benefit Measurement	Priority Affected
		Asset Utilisation and Value Maximization				
1	**The forum and Market Square**	• Creation of a modern public service quarter in Hemel Hempstead town centre, release of surplus public sector land at civic centre and Market Square for economic regeneration and housing	Mark Gaynor/ Nicholas Brown	2017	• Reduced space usage • Reduced running cost • Additional capital receipts/revenue • New housing • New economic space and jobs • Customer satisfaction with service delivery	Affordable Housing, Regeneration, Dacorum Delivers
2	**Land at Maylands**	• Marketing of Council land at Maylands to support business development	James Deane/ Nicholas Brown	2016	• Additional capital receipt/revenue • New economic space and jobs	Regeneration, Dacorum Delivers
3	**Garage Portfolio Review**	• Review garage sites to determine scope to consolidate sites • • Identify impact on garage maintenance costs, and identify preferred mode of maintenance delivery • Sale of selected garage sites	David Skinner/ Nicholas Brown	Current	• Reduced voids • Additional affordable housing • Reduced garage maintenance costs • Additional capital receipts/revenue	Affordable Housing, Dacorum Delivers

#						
4	**The Bury**	• Prepare The Bury for change of use, ensuring Council liabilities are minimized	Nicholas Brown	2016	• Reduced running costs • Revenue • Improved utilisation	Community capacity
6	**Community Asset Usage**	• Establish community asset utilization monitoring • Liaise with other public sector organizations to determine scope for shared asset use	Julie Still/Nicholas Brown	Set up monitoring regime by end 2016	• Community usage • Potential to reduce Dacorum and wider public sector costs	Community Capacity, Dacorum Delivers
7	**Conduct asset development reviews on under utilised assets**	• Create database of all DBC assets. (linked to section 11 below). Definition of utilisation to be agreed by PMB.	Nicholas Brown	March 2017	• Additional capital receipts/revenue • Reduced voids • Improved utilisation	
8	**Sustainable and proactive maintenance regime**	• Undertake full condition survey	Tony Moore	March 2017	• Strengthen sustainable income • Sustainable maintenance planning • Increase building lives	
	Increasing Income					
9	**Below market rents**	• Establish a clear and consistent Council policy to supporting public and 3rd sector organisations • Identify opportunities to move public/3rd sector partners from investment portfolio assets to use	David Skinner/ Nicholas Brown	Dec 2016	• Increase revenue	Dacorum Delivers

		community/operational assets				
	Property Investment fund	• To increase revenue from existing properties and capital receipts from the sale of properties	David Skinner /Nicholas Brown	March 2017	• Increase Revenue	Dacorum Delivers
Governance						
10	**Property Management Board**	• Establish terms of reference • Agree programme of work • Establish performance reporting mechanisms	James Deane	Done 2015	• Improved visibility • Improved performance	Dacorum Delivers
Management Information						
11	**Undertake a management. information review**	• Establish clear MI collation and reporting requirements • Establish improved performance reporting regime • Identify actions to improve management. information system support and process improvements • Implement the introduction of GIS mapping system to map DBC landholding	Nicholas Brown	By March 2017		Dacorum Delivers

Annexe B Disposals Strategy

Introduction

The aim of the Council is to ensure the most efficient use of its property assets in line with the requirements of the Asset Management Plan. This will involve the disposal of assets deemed surplus to requirements to ensure the continuing efficient operation of the Estate.

Surplus assets may be present in all four categories of property that the Council holds, namely operational, community, garages or investment assets.
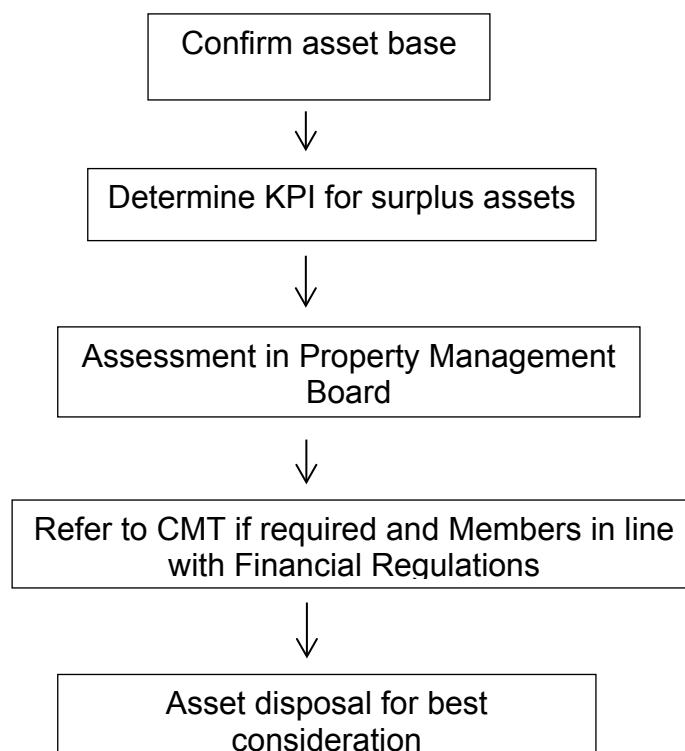
A surplus asset can be defined as "an asset that is no longer required by the owning body as a result of the implementation of the Asset Management Plan". It may be either whole or part of a property.

Determination of which assets are to be deemed surplus is to be made by the Property Management Board (PMB). This decision will then be referred to CMT for review and confirmation and ultimately Members in line with Financial Regulations.

All introductions concerning assets for disposal are to be notified to the Property Management Board as soon as practicable.

Disposal Strategy

The steps in the disposal Strategy can be defined as follows:-

Confirm asset base

↓

Determine KPI for surplus assets

↓

Assessment in Property Management Board

↓

Refer to CMT if required and Members in line with Financial Regulations

↓

Asset disposal for best consideration

Base Information

Currently within the asset base of the Council there are a number of land parcels where ownership is not individually defined. These may include road verges, plots of land left by developers and sundry land parcels. These may be included under an overall category or grouped within the asset register.

It is considered that undefined assets will relate to land plots as opposed to buildings.

An exercise to complete the mapping of the DBC Estate onto individual asset numbers will be undertaken during 2016. It is estimated that this work will take in the region of 12 months to complete.

Current valuation levels also need review. Whilst there assets are revalued annually in accordance with statutory requirements, it is clear that some of the asset classes, for example Garages, may have a higher alternative use value which is not reflected in current data.
A reassessment of open market value may further inform the disposal strategy.

KPI's and Disposal Assessment

For an asset to be disposed, the realisation, less costs should be deployed in a way that provides a positive benefit to the Council that is greater than holding the asset in its existing form.

The term "disposal" should include the sale of the asset on the open market, the leasing out of the asset and also its transfer to other bodies within DBC or other public sector bodies for due consideration.

The PMB in line with CMT will review the DBC landholding to determine whether assets are to be considered surplus. This will affect all classes of asset. A set of KPI's will be determined by the PMB for each class of asset to determine whether an asset in that class is surplus. The KPI will include consideration of the function of the asset, utilisation, cost of operation and revenue return. It will consider both the present and future potential use of the asset.

In addition, if the likely sums realised by the disposal of the asset are greater than the sum needed to acquire another asset to perform a similar function, then the asset will also be considered for disposal.

It is recognised that some assets are rented out to the voluntary or community sector. For assets that are leased for a term of less than 20 years, the consideration of the ability of the social sector to fund a rental payment will be considered. We would also look to move these assets to full repairing lease terms wherever possible.

For the garage portfolio and investment stock, KPI's should, in addition, relate to the norm for the return of the varying asset classes within the locality. Gross and net yields should be considered as well as any other latent risks, namely poor payment histories and debt levels. The rental and capital growth potential of the assets should also be considered.

Any consideration of sale will only be undertaken once due diligence has been undertaken by the Commercial Assets and Property Development team. This will consider the financial strength of the potential purchaser/leaseholder to determine if they have the appropriate financial covenants.

Assets Currently Considered For Disposal

Current assets under consideration for disposal at this time are investment sites and selected garages. Community and operational assets will be assessed during 2016.

Under the Local Government Act 1972 Section 123 disposals of all assets will be for the best consideration that can reasonably be obtained. Disposal will take place within a timeframe and using a method to achieve maximum realisation from the sale of the asset.

Action Plan Timeline

Currently a large portion of DBC assets are already recorded. These can be assessed by the PMB and CMT to consider whether they are surplus during the first half of 2016.

Assets deemed fit for disposal under this scheme after assessment by the PMB and CMT will be forwarded for disposal during 2016/17. The timing of disposal will depend on the nature of the asset, its occupancy, existing leases and likely demand.

The remainder of the asset base of the Borough will be clarified during an asset mapping in 2016. These assets in turn will come to the PMB and CMT and members as per Financial Regulations for potential disposal during 2016/17.

Disposal for Best Consideration

It is assumed that property assets will be disposed of in the open market by informal tender or auction by a specialist agent who is a member of the Royal Institution of Chartered Surveyors. Disposal could either be by way of sale, granting a lease, lease assignment or subletting.

Any variation of this method, such as entering closed negotiations with third parties will only occur if approved by the PMB and CMT. Approval will follow

the understanding of a clearly defined benefit from this process as opposed to disposal in the open market.

Use of Receipt

The receipt from an asset sale can be used either to fund borrowing for a new capital programme, to reinvest in the current portfolio to improve operational efficiency or to set up a property investment fund. This could be either within DBC, Hertfordshire or elsewhere in the locality. The proportion of the receipts used for the different purposes will be determined by the Senior Officers, PMB and CMT and members. Officers are currently looking to broaden the investment portfolio to support the provision of General Fund services in the future.

AGENDA ITEM: 11

SUMMARY

Report for:	**Cabinet**
Date of meeting:	**9 February 2016**
Part:	**1**
If Part II, reason:	

Title of report:	Corporate Plan – 2015 to 2020
Contact:	Cllr Andrew Williams Leader of the Council Responsible Officer: Sally Marshall Chief Executive Author: Robert Smyth, Assistant Director – Performance and Projects
Purpose of report:	To seek Cabinet approval for the referral of the Council's new Corporate Plan – 2015 to 2020 to Council for approval
Recommendations	That Cabinet recommend the Corporate Plan 2015 to 2020 to Council for adoption
Corporate Objectives:	The Corporate Plan will support all five of the Council's corporate objectives: 1. Clean and safe environment 2. Community capacity 3. Regeneration 4. Dacorum delivers 5. Affordable housing It sets out the updated priorities for the Council.
Implications: 'Value For Money Implications'	<u>Financial</u> The plan sets out the priorities and vision for the organisation over the next five years. As a result it will inform and shape the strategic and financial decision making process of the organisation, including our Medium Term Financial Strategy (MTFS).

	Value for Money A key priority within the plan is 'Delivering an Efficient and Modern Council'. This will ensure that we focus on achieving the Council's savings and priorities while maintaining quality and protecting frontline services.
Risk Implications	Risk Assessment completed on 18th January Risk 1 The plan sets out the priorities and vision for the Council over the next five years and frames the operational and financial planning. Without a clear and considered document, there is a risk that we will start to work in a way that does not meet the expectations and needs of residents or Members. Risk 2 The lack of a plan would increase uncertainty and makes it difficult for teams focus their attention and resources in the right area. One of the key elements within a plan is to set out the priorities that the Council needs to address. Risk 3 The plan also provides a series of key performance indicators enabling us to chart our progress. Without an effective plan it is possible that we may be working in a way that causes duplication, waste or poor performance.
Community Impact Assessment	Community Impact Assessment reviewed – 18th January 2016
Health And Safety Implications	None
Monitoring Officer/S.151 Officer Comments	**Monitoring Officer:** No further comments to add to the report. **S.151 Officer** There are no direct financial consequences of this report. The Corporate Plan sets out the aims of the Council over the next five years and will help inform the Medium Term Financial Strategy.

Consultees:	• Corporate Management Team
	• Dacorum Borough Council Officers
Background papers:	Corporate Plan – 2015 to 2020 - PDF
Glossary of acronyms and any other abbreviations used in this report:	DBC – Dacorum Borough Council CAP – Corporate Action Plan

Background

The Corporate Plan is a key element of the Council's strategic decision making process. The Council needs to ensure that it has an up-to-date plan that is robust, forward thinking and responsive to the current and future challenges facing the organisation.

The existing plan covered the period 2012 to 2015 and therefore needs to be updated to provide the direction and vision for the next five years.

The Corporate Plan – The Approach

This update of the Corporate Plan builds on the positive aspects in the previous document as incorporating some new sections to provide more information and context for the reader.

A review of the existing Corporate Plan has been undertaken by officers in consultation with Cabinet members based on the administration's manifesto commitments, current performance indicators and project plans and the existing priorities remain relevant and address the key issues that the Council needs to focus on.

Whilst the existing priorities remain relevant the language has been updated to make the plan more accessible and action-orientated.

Previous Priority Name	Proposed New Priority Name
Clean and safe environment	A clean, safe and enjoyable environment
Community capacity	Building strong and vibrant communities
Regeneration	Ensuring economic growth and prosperity
Dacorum delivers	Providing good quality affordable homes, in particular for those most in need
Affordable housing	Delivering an efficient and modern council

To ensure the plan drives improvement and achieves its ambitions we have also committed to publishing an annual Corporate Action Plan (CAP). This plan will set

out the major projects and activities that we are introducing for each priority as well as setting out the performance indicators for measuring success.

The first CAP will be published in April to ensure it reflects the targets and indicators for the new financial year.

The Corporate Plan – Summary

Page 4 – 5: 'About Dacorum' and 'What is the Corporate Plan

- These sections are new. They offer statistics and explanations to set the work of the Borough Council into context. These pages also provides more information about the Corporate Plan and how it fits in with the Council's other strategies and plans.

P 6 – 7: 'Our Vision, Priorities and Values'

- This section sets out the Council's vision and priorities and it shows the links between them. It also reaffirms the Council's commitment to an evidence-based approach and highlights organisational values and behaviours.

P 8 – 9: 'Looking Forward: Dacorum over the next five years'

- This section is new. It provides some narrative summarising the nature of changes and developments can be expected as a result of the delivery of this plan.

P 10 – 19: Priorities (various).

- These sections show how the Council will achieve each priority over the next five years and illustrates what success will mean for residents.

- They also provide a snapshot of what has been achieved over the life of the previous Corporate Plan.

Corporate Plan – Publication

To support the Council's commitment within the Plan to become a "paper-lite" organisation the plan will primarily be available on the website; however a small print run can be undertaken as required for distribution at exhibitions and events.

Officers will also explore the feasibility of producing a YouTube style video that communicates the key elements of the plan in an engaging and informative way to support the Council's Digital Dacorum programme for use on social media.

Summary

The Council's existing Corporate Plan covered the period 2012 to 2015. A review of the Council's existing Corporate Plan has been undertaken to produce an updated Corporate Plan for the Period 2015 to 2020.

Cabinet are recommended to refer the updated Corporate Plan (2015 – 2020) to Council for adoption.

Delivering for Dacorum

Corporate Plan 2015-2020

www.dacorum.gov.uk

Contents

Foreword

Over the last the five years we've seen real progress across Dacorum. Our £30 million regeneration programme has transformed the Old Town High Street, the Marlowes shopping area, Bank Court and bus interchange and we are making major improvements to the Jellicoe Water Gardens and Maylands Business Park. We are also putting significant investment into other areas across the borough.

For the first time in over 20 years we have started to build our own housing as well as spending around £20 million per year on making sure our existing properties are as good as they can be.

We've also continued to improve the quality and efficiency of our services. Since 2012 we've delivered over £6 million of savings while also increasing performance and satisfaction across key services.

However while much has been achieved, we know that more needs to be done.

Dacorum is already a great place to be but we are ambitious to make it even better. Our residents have told us what is important to them and this plan clearly sets out how we will deliver our key priorities:

• A clean, safe and enjoyable environment

• Building strong and vibrant communities

• Ensuring economic growth and prosperity

• Providing good quality affordable homes, in particular for those most in need

• Delivering an efficient and modern council

With greater pressures on services and a decreasing pot of funding we know that some tough decisions will have to be made.

But with challenge comes opportunity. Through innovation and technology we can create services that are more effective and tailored to the needs of residents. We will also continue to reduce costs and improve standards by ensuring our approach is always underpinned by the latest research and evidence.

The next five years are going to be difficult but we are determined to succeed and our Corporate Plan sets out a clear vision and roadmap to ensure that we create a borough which enables the communities of Dacorum to thrive and prosper.

It is a huge privilege to serve the people of Dacorum and we are confident that together with the community we can ensure that this continues to be a fantastic place to live, work and enjoy.

Andrew Williams
Leader of
the Council

Sally Marshall
Chief Executive

About Dacorum

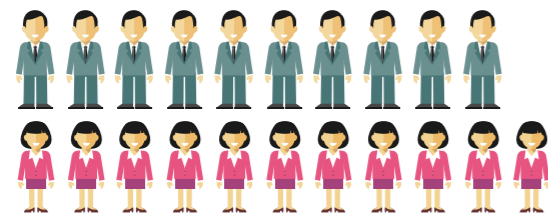## Wards and members

51

elected Councillors representing 25 wards

Total Population

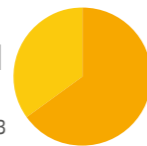Dacorum has a population of **149,700** which is **13%** the total population of Hertfordshire[1]

Male/Female

There are **73,600** males (49%) and **76,100** females (51%) living in the borough[2]

Age Structure

65% of the borough's population is aged between 15 and 65; **19%** of the population are children[3]

Waste

On average we empty **12 million** waste and recycling bins each year[6]

Parking

We manage 26 carparks, **17** of which have achieved the Park Mark for safety

Housing stock

We own around **10,000** homes in **26** different areas including Adeyfield, Berkhamsted and Kings Langley[4]

Rural and Urban

Almost **85%** of Dacorum is classed as rural and some **60%** is in the Green Belt[5]

Leisure Services

Last year almost **85,000** children aged between **6** and **13** attended our adventure playgrounds[7]

Customer Services

In 2014/15 we welcomed **72,871** customers to our contact centres and answered **349,662** calls

Funding

We receive **12p** for every **£1** you pay in council tax. **78p** goes to Herts County Council and **10p** goes to the Police.

1 ONS – 2014 Survey
2 ONS – 2014 Survey
3 ONS – 2014 Survey
4 Oct 2015 – DBC figures
5 DBC Core Strategy 2006 – 2031
6 2014 – DBC figures
7 2014 – DBC figures

THE CORPORATE PLAN

What is the Corporate Plan?

The Corporate Plan

The Corporate Plan is a key element within our strategic decision making process.

It outlines our vision and priorities for the next five years as well as providing a focus for service delivery and performance.

The Medium Term Financial Strategy

This is our key financial policy. It considers the financial implications of our Corporate Plan as well as providing a framework to ensure we manage our money in the most effective way. The strategy also informs the annual budget-setting process.

Since 2012 we have worked hard to protect the front line while delivering £6 million in savings. However as funding from central Government reduces we will continue to identify further efficiencies while maintaining core services.

The Core Strategy

The purpose of this 25 year plan is to anticipate and manage development and land-use change in Dacorum. It describes our strategic vision and objectives for the borough as well as setting out key policies including new settlements and housing growth, town-wide strategies and required infrastructure.

The strategy is also a key tool to help maximise new investment and promote economic regeneration.

Service Plans and Operational Strategies

Our service plans and operational strategies set out how individual teams are going to deliver their objectives.

These flow directly from the corporate priorities and they describe the key objectives and activities for each area as well as highlighting the performance indicators and risks that will be used to assess progress.

Our Vision, Priorities and Values

> ❝The Council is committed to working in partnership to create a borough which enables the communities of Dacorum to thrive and prosper. This requires us to play a leadership role in bringing together a range of organisations and individuals to support and sustain good conditions for local growth❞

Vision

In 2010, after consulting with Members and our communities, we adopted our strategic vision.

The vision clearly sets out the direction of travel for the Council and in doing so; it shapes our priorities and informs all our strategies and plans. It also details how we work alongside our local partners to deliver the services that people need.

Priorities

Priorities tell teams what to focus on when they are designing and delivering services.

They have been set by our Councillors taking into account our vision and what residents have told us is most important to them:

- A clean, safe and enjoyable environment
- Building strong and vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular for those most in need
- Delivering an efficient and modern council

We also recognise the importance of taking an evidence-based approach and making decisions based on a sound understanding of the issues and the latest research into what does and does not work.

Values Driven

We have a clear set of values that are fundamental to who we are and how we behave.

- ✓ Take responsibility
- 👍 Be positive
- Work with others to deliver a great service
- Be reliable

These behaviours help us deliver on our priorities as well as guiding the recruitment and training of the staff who work for us.

Looking Forward:
Dacorum over the next five years

- By 2018 our £30 million regeneration programme will be completed creating a lively and vibrant new town centre in Hemel Hempstead. We are also investing in other areas across the borough including a new car park at Berkhamsted and projects to renovate play areas and improve road safety.

- The long-term future of the area around the hospital site in Hemel Hempstead is a key issue. We will work with our partners including Herts County Council and the Herts Valley Clinical Commissioning Group to consider how we can make best use of the site.

- Our economic development strategy will ensure that we continue to enjoy one of the lowest unemployment rates in the UK. Investment that supports the knowledge-based economy, the transition to a low carbon economy, the rural economy and sustainable tourism will be particularly encouraged.

- We will also work with the Hertfordshire Enterprise Partnership on the recently announced Enterprise Zone that includes parts of Maylands and adjoining land up to the M1. This will bring funding and jobs for the local economy matched with the money for essential infrastructure including major road improvements to reduce congestion.

- We will undertake a strategic review of our key sports facilities in the borough with the aim of enhancing our sports and leisure offer and providing opportunities for people to relax and play. We will also implement our masterplan to renovate Gadebridge Park, providing an entertaining and enjoyable space for residents.

- Working with the Police, Herts County Council and others, we will continue to focus on the twin aims of cutting crime and keeping people safe. We will also help to reduce the fear of crime and ensure that victims always have a voice.

- We will build 300 new homes to help make the area more affordable for families while continuing to invest in our existing housing stock. Through careful planning we will also ensure that the quality and character of our towns and villages is maintained.

- The traditional view of the Council as a one-stop-provider of services is unrealistic in a world where people shop around at the touch of a button. In the future we will work with a mixture of voluntary, private and public sector partners to provide the services that residents need. The Forum, which opens in 2017, will support this by bringing a number of different organisations together into one building.

- We will use new technologies and ideas to deliver innovation and increase efficiency. This includes putting more services online, improving processes and using data to design more intelligent ways of working. We will also look at new ideas including the use of behavioural insight to help improve the resident experience.

- We have already saved £6 million over the last 3 years. In line with the Government's vision for a smaller public sector, we will continue to look at ways to reduce the Council's costs. Through our budgeting process we will identify savings and focus on our core priorities. We will also ensure services are commercially minded and that we maximise the returns from our assets.

Our Priorities
2015 – 2020

Our previous plan focused on getting the building blocks in place to develop a borough that prospers and thrives.

This plan builds on these foundations and, in doing so, it focuses on the issues that matter most for residents:

- A clean, safe and enjoyable environment

- Building strong and vibrant communities

- Ensuring economic growth and prosperity

- Providing good quality affordable homes, in particular for those most in need

- Delivering an efficient and modern council

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A clean, safe and enjoyable environment

What's happened so far?

- We have established a high performing recycling service which includes the separate collection of food waste
- We have delivered an average recycling rate of 48% over the last four years
- We have hosted celebrations for a number of key events including the Olympic and Paralympic torch relays and the Tour of Britain cycling race
- We have trained over 200 staff to help abuse victims
- We have supported a number of initiatives to tackle anti-social behaviour, leading to a reduction in police reports from 6,314 to 2,914

Over the next five years…

- We will increase recycling and provide more convenient facilities for residents living in flats
- We will encourage greater user of green energy within our own buildings through a range of projects and activities
- We will achieve high targets for food premises inspection
- Our parks and recreational spaces will continue to be high quality spaces achieving a green flag for environmental standards
- We will work with partners to focus on the twin aims of cutting crime and keeping people safe
- We will undertake initiatives with the Police to help tackle anti-social behaviour
- We will review our existing sports and leisure offer and create a new Leisure Strategy
- We will develop and implement a plan for Gadebridge Park

What difference will this make to you?

- This will reduce the amount of waste being sent to landfill, helping protect the environment
- This will enable us to continue to provide high quality open spaces that people can enjoy
- This will ensure that food businesses meet relevant requirements to provide clean and safe food
- This will create more sports and leisure opportunities for residents across Dacorum

Building strong and vibrant communities

What's happened so far?

- We have launched a three year community sports activation programme of health and wellbeing activities called 'Get Set, Go Dacorum' with £250,000 funding from Sport England, and £45,000 of investment in-kind from the Council

- We have worked with Herts County Council on a £100,000 health and wellbeing project for the community

- We have engaged local people on key issues that affect them with over 1,100 people attending neighbourhood meetings each year

- We have delivered superfast broadband to 95% of businesses in Maylands

- We have provided over £1.8 million in grants to ten local charities whose work adds significant value to the lives of local people


Over the next five years...

- We will deliver our Get Set, Go Dacorum and Love Your Neighbourhood programmes as part of a broader package of community support

- We will increase levels of digital inclusion and online literacy

- We will commission another £1.8 million of voluntary and community services over the next three years with an option of a further two years

- We will make sure that residents are actively involved in the design and delivery of services

- We will work with Herts County Council on another £100,000 community based health and wellbeing project.

What difference will this make to you?

- This will help tackle the key issues affecting our local communities

- This will reduce digital exclusion and significantly increase the number of activities available online

- This will ensure that services are tailored around the needs of residents

- This will improve the fitness and the health and wellbeing of residents in local communities where we know there are relatively low levels of participation in sports and physical activity generally.
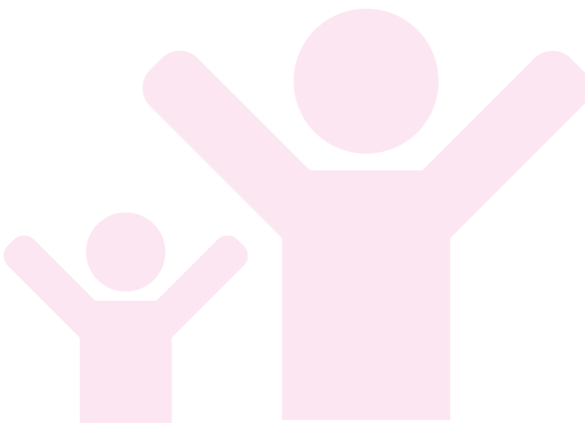
Ensuring economic growth and prosperity

What's happened so far?

- We have transformed the Old Town in Hemel Hempstead with new paving and street furniture and a new one-way system as part of our £30 million Hemel Evolution regeneration programme
- We have revitalised the pedestrian shopping zone in Hemel Hempstead with a new town square, events space, lighting, landscaping and food court
- We have delivered a new, accessible bus interchange in the heart of Hemel Hempstead town centre
- We have supported the creation of 1,400 new jobs in the borough
- We have registered 375 new businesses in the borough
- We have launched the Dacorum Look No Further website and funded a dedicated post to promote the area

Over the next five years…

- We will develop a new strategy for regeneration and growth based around attracting private sector investment and expertise
- We will complete the physical regeneration of Hemel Hempstead Town Centre including The Forum – a new centre for public services with a new town library, Council Offices and voluntary sector facilities; new flats and a new leisure development on the former Market Square
- We will work with the health trusts to consider redevelopment of the hospital site including health care facilities, new housing and a town centre primary school
- We will work with Hertfordshire Enterprise Partnership and St Albans City and District Council on bringing forward new development and investment in the Enterprise Zone covering large parts of Maylands and land to the M1
- We will carry out the restoration of the Jellicoe Water Gardens
- We will facilitate the development of new business space and deliver public realm improvements at Maylands Business Park
- We will open two new extensions to the Maylands Business Centre, creating space for 15 new businesses
- We will implement a plan to support the development of a digital high street
- We will promote opportunities and increase the reputation of the borough through 'Dacorum Look No Further' and the Hemel Hempstead Business Ambassadors

What difference will this make to you?

- This will ensure that new development is accompanied by the necessary infrastructure
- This will help improve the look and feel of the Town Centre, making it an attractive place to visit, shop, live and work
- This will help register over 500 new businesses boosting the local economy and creating new jobs
- This will help promote the area leading to more investment and an improved reputation
- This will help foster a vibrant and attractive retail and entertainment offer in the borough

Providing good quality affordable homes,
in particular for those most in need

What's happened so far?

• We have developed 640 new affordable homes, including the first new Council homes for over 20 years

• We have delivered £300k savings for the Council as part of our new repairs and maintenance contract

• We have consulted with over 500 residents on housing related services

• We have become the first supported housing provider to achieve three stars accreditation for excellence from the Centre for Housing Support

• We have installed the first of our planned biomass wood pellet boilers to flats in Hemel Hempstead Old Town, using a renewable energy source and providing cheap power for residents

• We have managed to deal with a doubling in the numbers presenting as homeless within the borough

Over the next five years…

• We will build 300 affordable new homes by 2020 and support a further 500 though developer agreements and Housing Associations

• We will support the broader development of over 2,000 new homes

• We will review our housing service to improve efficiency and reduce waste

• We will invest £96 million in our housing stock through our capital investment programme

• We will provide help and support for those who are homeless or at risk of losing their tenancies

• We will support residents to access good quality and affordable homes in the private rented sector

• We will continue to focus on preventing homelessness through proactive advice and assistance, increase the availability of temporary and permanent accommodation and keep use of bed and breakfast accommodation to emergency short-term only

• We will attract new investment for community cohesion

What difference will this make to you?

• This will help residents to have a safe and secure place they can call home

• This will support young families wanting to go into home ownership

• This will provide a variety of housing options for those in need

• This will ensure that residents views are at the heart of our housing policy

Delivering an efficient and modern council

What's happened so far?

- We have worked hard to protect front-line services in the face of government grant reductions in excess of 60% since 2010
- We have ensured that Council Tax increases remain low
- We have delivered over £6 million in savings
- We have reduced the cost of back-office functions, enabling us to prioritise spending on core services
- We have collected an annual gross income of £4.12 million from our commercial assets
- We have improved performance across key indicators
- We have introduced new online services including a streamlined payment portal

Over the next five years...

- We will continue to manage the significant reductions in government grant expected over the life of this corporate plan
- We will continue to meet our targets for reducing costs and generating additional income while ensuring that our resources are focused towards front line services
- We will move into smaller energy efficient premises at the Forum, sharing costs with Herts County Council and reducing our operating expenditure
- We will implement a new commercial strategy to ensure that we are delivering high quality services in the most cost-effective way
- We will continue to improve the quality and performance of services
- We will make the majority of our services available online
- We will move to a modern, paper-light way of working

What difference will this make to you?

- This will help us keep Council Tax increases low while still investing in front-line services
- This will ensure that we spend money in the most effective way possible
- This will ensure that we get a good return from our public assets
- This will reduce bureaucracy and free up staff time to focus on what matters most
- This will make it easier to access services online and at a time that is convenient for you
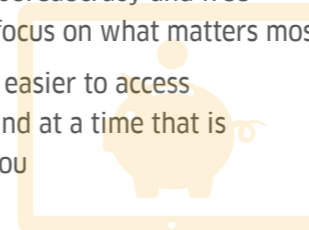
The Corporate Action Plan - Delivering our priorities and understanding the impact

The Corporate Plan is vital in setting out our long-term vision and priorities for action. However it's important that this plan also informs our thinking on a day-to-day basis.

That's why this document is underpinned by a Corporate Action Plan which will run for the lifetime of the plan and is updated annually. This will show, in detail the different projects that we are taking forward for each priority.

We will also monitor our progress against a series of performance indicators and we will set strict targets to ensure that we meet the high standards expected of each service.

Information in other languages and alternative formats

If you would like this information in another format (such as in large print or on CD) or in another language, call **01442 228000** to ask for this for yourself, or on behalf of a friend or family member who is unable to do so.

www.dacorum.gov.uk