



Strategic Planning & Environment

Overview & Scrutiny

Agenda

TUESDAY 1 DECEMBER 2020 AT 6.30 PM

Microsoft Teams

***THIS MEETING WILL BE HELD REMOTELY VIA THE MICROSOFT TEAMS APPLICATION. SHOULD ANY MEMBERS OF THE PUBLIC WISH TO JOIN THIS MEETING, PLEASE CONTACT MEMBER.SUPPORT@DACORUM.GOV.UK BY 5PM ON MONDAY 30 NOVEMBER.**

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 Barrett
Councillor Beauchamp
Councillor Birnie (Chairman)
Councillor P Hearn
Councillor Hobson
Councillor McDowell
Councillor Ransley

Councillor Riddick
Councillor Rogers
Councillor Silwal (Vice-Chairman)
Councillor Stevens
Councillor Taylor
Councillor Timmis

For further information, please contact Corporate and Democratic Support or 01442 228209

AGENDA

1. **MINUTES** (Pages 3 - 14)
To agree the minutes of the previous meeting.
2. **APOLOGIES FOR ABSENCE**
To receive any apologies for absence.
3. **DECLARATIONS OF INTEREST**
To receive any declarations of interest.
4. **PUBLIC PARTICIPATION**

**5. CONSIDERATION OF ANY MATTER REFERRED TO THE COMMITTEE IN
RELATION TO CALL-IN**

None

6. BUDGET PREPARATIONS 2021/22 (Pages 15 - 37)

7. HEMEL GARDEN COMMUNITIES SPATIAL VISION (Pages 38 - 91)

8. WORK PROGRAMME (Pages 92 - 93)

STRATEGIC PLANNING & ENVIRONMENT OSC

MINUTES

10 NOVEMBER 2020

Present

Councillor Birnie (Chair)	Councillor Ransley
Councillor Barrett	Councillor Riddick
Councillor Beauchamp	Councillor Rogers
Councillor Hearn	Councillor Silwal (Vice Chair)
Councillor Hobson	Councillor Stevens
Councillor Johnson	Councillor Taylor
Councillor McDowell	Councillor Timmis

Councillors Banks, G Sutton and Williams were also in attendance.

Officers

James Doe	Assistant Director – Planning, Development and Regeneration
Bill Buckley	Assistant Director – Neighbourhood Delivery (Interim)
Fiona Jump	Group Manager – Financial Services
Craig Thorpe	Group Manager – Environmental Services
Dawn Rhoden	Team Leader – Regulatory Services
Ben Stevens	Lead Enforcement Officer
Katie Mogan	Corporate and Democratic Support Lead Officer

The meeting started at 6.30pm

1 MINUTES

The minutes of the last meeting were agreed by the Members present

Councillor Timmis made a statement to the committee regarding Luton airport. She told the committee that the airport are submitting a pre-application for an expansion on the restriction on the numbers of passengers that was granted in 2013. It was 18 million passengers up to 2028 but now they are asking for 19 million by 2024. This will also include a variation of condition 10 which relates to the limit on noise contours at night. This is the third consultation and it includes five questions with a closing date of 11 November at 23.55. She encouraged members to respond.

J Doe confirmed to members that DBC had submitted a response in objection to the proposed increases.

2 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Anderson.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 PUBLIC PARTICIPATION

The chair notified the committee that there was a member of public registered to speak on Item 8 and that the public participation section would be moved so the speaker could make their statement directly before the relevant item.

5 CONSIDERATION OF ANY MATTER SUBJECT TO CALL-IN

None

6 BUDGET MONITORING Q2

F Jump introduced the report to members and said this report displays the forecast financial position as of the end of September. The council is reporting a significant pressure against the General Fund of £3.1 million. This is largely due to the impact of the covid-19 pandemic on the council's income and expenditure but particularly on income streams. In the capital budgets within the committee's remit, there is a slippage of £0.2 million

Councillor Beauchamp referred to the pressure against the budget and said the headline totals do not seem to stack up with the sum of the pressures identified in the report.

F Jump responded that the report pulls out the largest variances to highlight to members. Some variances are very small and would not be useful for the committee to see. However, she was happy to provide this additional detail to the committee after the meeting.

Action: F Jump

Councillor Birnie asked what the additional staff costs were identified in paragraph 4.1.

J Jump said this includes a variety of staffing pressures under this committee's remit.

Councillor Birnie referred to the pressure in vehicle repair and asked for clarification.

C Thorpe confirmed that the vehicle repair department had members of staff that were classed as vulnerable and high risk so had to isolate at home. There are five vehicle repair fitters and three staff fell into this category so the team had to bring in some agency staff to cover their absence.

Councillor Birnie referred the £100k pressure for additional maintenance in relation to the fleet replacement programme and questioned if it was wise to slip the project into next year.

C Thorpe said the refuse vehicles are getting older and have been looking at what vehicles can be disposed of earlier. New vehicles have been ordered but they take 11 months from the point of order to build and get into service so this is why the project has slipped into next year.

Councillor Birnie then referred to paragraph 4.2 and the additional cost of hiring extra vehicles due to social distancing measures. He asked if this was covid related and queried if some costs had been double counted as some seemed to have overlapped.

F Jump confirmed there had been no double counting of costs.

Councillor Riddick asked about the vehicle replacement programme and noted this had been going on for some time. He thought this would mean the maintenance costs should be decreasing, not increasing. He asked if old vehicles are sold to third parties when disposed of.

C Thorpe said 14 vehicles had been delivered last year and next 14 are due for delivery in January next year and should then start to see the maintenance costs decrease. All of the second hand vehicles are sent to auction so there is a small income gained.

Councillor Stevens referred to paragraph 3.4 and the government grant. He asked if this would fully cover all covid related costs to the council.

F Jump said the grant does not cover all income losses from covid but it is covering most of the expenditure related pressures. There is a separate income stream grant from the government but this isn't covering all losses.

Councillor Stevens asked what percentage of the expenditure costs were being covered by the grant.

F Jump said probably a hundred per cent.

Councillor Silwal referred to paragraph 4.1 and the staff pressures and asked why this was.

F Jump said the pressure within the planning department relates to appeals cases where additional resources needed to be brought in.

J Doe clarified that the pressure on staffing costs relate to maternity cover in Development Management. The separate costs relating to appeals are from a legal case lost in Markyate concerning a planning application for a new food store in Hicks Road where costs were awarded against the council. It was a judicial review of a planning decision as opposed to a planning appeal.

7 ENVIRONMENTAL SERVICES Q2 PERFORMANCE REPORT

C Thorpe introduced the report to members and said this quarter was concentrated on the implications of covid-19 and reacting to new local restrictions but the department have tried to maintain services where possible. The bulky item collection service has been restarted and this was the only service that was stopped in the first national lockdown and 30 members of staff are back to work after shielding at home. DBC have joined other Hertfordshire authorities to have the vehicle banners removed and replaced with 'NHS Play Your Part' banners. He ran through other highlights for the department in this quarter including staff training, trees and woodlands, vehicle MOT backlogs, and the performance targets.

Councillor Ransley was pleased to see that the team would be planting more trees and asked if it would be possible to let ward councillors know if any are being planted in their wards. She said this will give members a chance to tell residents.

C Thorpe said that would be possible.

Action: C Thorpe

Councillor Riddick asked about the waste transfer site and the increase in tonnage.

C Thorpe said this was a historic measure and relates to the storage and bulking of comingled material that is collected in the blue bins. He said this hadn't increased massively but would amend the figures to make them more accurate.

Councillor Riddick asked if the government would be providing financial assistance for the additional costs involved due to covid-19.

C Thorpe said he believed that claims were being submitted for the additional staff and vehicles needed due to social distancing measures.

Councillor Silwal asked if ward councillors could be provided with no littering signs to put up in their wards.

C Thorpe said the new education officer would be looking at this as part of her work.

Councillor Timmis asked if the Moor in Berkhamsted had been restored after being used as the temporary car park.

Councillor Stevens confirmed that the grass had been reseeded and the grass is coming through. There are still fences up and the Moor is unlikely to be back in use until Spring 2021 after the first grass cut of the season.

Councillor Timmis said there were collection targets for recycling and green waste but asked why there wasn't one for the waste in the grey bins.

C Thorpe said there was not a target for residual waste.

Councillor Timmis said it might be interesting to see if that waste decreases as recycling increases.

C Thorpe said this waste has also increased.

Councillor Timmis asked why there were no figures for commercial waste collections.

C Thorpe said that throughout the first lockdown, businesses moved, closed or suspended their collections. Currently at the stage where we are trying to ascertain which businesses are back up and running.

Councillor Beauchamp asked what the criteria is for a justified missed bin collection.

C Thorpe said this is occasions where the bin has been left out and the crew have genuinely missed them.

Councillor Beauchamp said some residents had reported to him that they had reported their bin as missed and left their bins outside and then were not collected still. He asked what the process was

C Thorpe said the crew should be recording which bins are left out or not so when a missed bin is reported, we can check whether they were left out or not. The team do endeavour to collect those bins that haven't been left out.

Councillor Birnie referred to 4.3 and the pressure of £135k relating to the increased costs of disposal of comingled recycling.

C Thorpe said we are collecting more waste as more people are at home so therefore paying more to dispose of. The contractor also charged additional processing fees during this time as they had to increase social distancing measures and recruit additional staff to work weekends to cover the demand.

Councillor Birnie then referred to 4.4 and the pressure of £250k on income from Herts County Council.

C Thorpe said this relates to the Alternative Financial Model that rewards local authorities for diverting waste away from landfill. Dependent on how much residual waste is diverted, if the tonnage goes up, the income is reduced. Obviously, during lockdown, waste has increased as more people are staying at home and household waste recycling centres were shut so

the reduction in payment is unfair as it is not the fault of the service. This has been raised at member level.

Councillor Beauchamp asked about the recycling of commercial waste and he said he had a number of food businesses in his ward and asked if they could request additional bins.

C Thorpe said they are currently offering a service of recycling collection to existing customers and they can ask for a larger bin. Currently looking at the pricing mechanism as we need to make sure we are not offering the service at a loss.

Councillor Birnie noted that the reports on commercial waste need to be rescheduled on the work programme

8 PLANNING, DEVELOPMENT AND REGENERATION Q2 PERFORMANCE REPORT

Public participation

Jan Rook asked: *Re para 16 of this report, can officers confirm that as a general policy, all Community Infrastructure Levy (CIL) is used for infrastructure directly associated with the development on which it is levied.*

If the answer is that only a proportion is used this way, can officers please confirm regarding LA5 (Cala Homes western Tring) what proportion of the projected CIL is (a) expected to be used for infrastructure directly associated with that development and (b) expected to be used for infrastructure elsewhere in Tring.

J Doe responded and said the CIL on the LA5 development amounts to approximately £3.8million and will be paid in four instalments of £948k spread out over 18 months. In addition to the CIL levied, a number of features have been secured through s.106 agreements including the provision of open space by A41 bypass, an extension to Tring cemetery including a 30 space car park, toilet block, associated landscaping and improvements to bus stops. He explained that CIL is not ring fenced and the council has discretion where to spend it and they will be making decisions on the expenditure of CIL after consulting a number of service providers. CIL receipts amassed across the borough total £8.9 million since 2015 and £7.1 million of this is available to spend as a certain proportion is allocated to town and parish councils and ward councillors in unparished areas. The council will get a clearer picture of the infrastructure requirement across the borough through the infrastructure delivery plan as part of the Local Plan.

Jan Rook asked if the public would be kept informed of a decision date.

J Doe said the decision will be taken by Cabinet, a date cannot be advised currently but advised the public to keep an eye on the website for updates.

J Doe then introduced his performance report. He highlighted that planning fees income is still projecting an under recovery of £200k by the end of the year. This is being kept under review and the gap is beginning to narrow but are cautious with the current national situation. The under recovery rate was 21% in Q1 and that has reduced to 8% in Q2. There are improvements in land charges income but is still under recovery against the targets and this has been influenced by the stamp duty holiday and will need to see what happens after 31 March when it is due to end. The Development Management performance has generally been good this quarter and the amber indicator in the report relates to minor planning application which are small developments of up to 10 homes. It is important to note that case load does remain high and 223 new homes were completed in Q2.

Councillor Timmis asked what the acronyms on page 18 refer to.

J Doe said these refer to codes for the different performance indicators in the appendix.

Councillor Beauchamp asked if there was a deadline to spend any CIL receipts.

J Doe said there was no deadline. The department are conscious that there is a lot of money sitting there available to spend and guidance has been provided to ward members. There are two categories of money, the core fund which makes up 80% and the proportion allocation to ward members or town and parish councils.

Councillor Birnie asked if previous staffing issues had been resolved and if the new planning systems have been implemented successfully.

J Doe said the team have a full complement and new staff have recently been welcomed to the team. There are some issues with maternity cover that we are currently trying to resolve. There are challenges with major developments and if they are adequately resourced but this has been discussed in budget setting meetings. The new system is working well and the team work closely with ICT on any issues that may arise.

9 ENVIRONMENTAL AND COMMUNITY PROTECTION Q2 PERFORMANCE REPORT

B Buckley introduced the report to members. The service has been at the forefront of the council's covid response and have been advising and enforcing government guidance with local businesses. The team have been involved with the Track and Trace programme and staff have been contacting the public who have been in contact with a positive case via phone and going to their houses. There has been a need to request additional resources in the team to sustain some services and a contractor is carrying out food hygiene inspections on behalf of the council. Corporate Health & Safety have been advising departments on their risk assessment and how to manage the pandemic within their services.

Councillor Birnie asked if food hygiene inspections had resumed.

B Buckley said they had resumed on 1st September.

Councillor Birnie asked if they were suspended now due to the second national lockdown.

B Buckley said they are continuing with agency staff in businesses that are still operating as takeaways.

Councillor Timmis asked if B Buckley could email the powers that the Animal Welfare and Public Health officer has and asked what RIPA stands for.

Action: B Buckley

It was noted in the meeting chat that RIPA stood for Regulation of Investigatory Powers Act.

Councillor Birnie asked for acronyms to be fully explained in reports.

Councillor Beauchamp thanked the team for their hard work. He asked when the backlog in food hygiene inspections would be cleared.

B Buckley said it was early days at the moment as they only resumed in September. We are hoping to hit 75% by the end of the year but this could change due to further restrictions and the need to pull resources onto preventing the spread of covid.

Councillor Birnie referred to the accident on page 24 and asked what it was.

B Buckley said he would get that information to the councillor after the meeting.

Action: B Buckley

Councillor Birnie asked if the council were paid to carry out the contact tracing.

B Buckley said there are not paid as it is a statutory duty but the government have funded the additional resources needed to have the capacity to carry it out.

Councillor Birnie asked if the food hygiene inspections carried out by contractors were paid per inspection carried out.

B Buckley confirmed they were paid per inspection.

Councillor Birnie gave congratulations on behalf of the committee to Mark Dewey who had recently completed his degree.

9 PUBLIC SPACE PROTECTION ORDERS (PSPOs)

B Stevens introduced the report to members and gave a short presentation on the work carried out in relation to the Town Centre and dog control PSPOs.

Councillor Silwal asked if the PSPOs cover more than just the town centre.

Councillor Birnie confirmed it was just the town centre.

B Stevens said there are various PSPOs in place and the main one is in the town centre. There is a PSPO in place for dog control and a PSPO for alcohol and drinking on the streets. The pilot scheme suggested will cover all of these and some littering offences.

Councillor Birnie asked if the cycling PSPO will be extended further than the town centre.

B Stevens said the current PSPOs are in place until July 2022 and the pilot will form part of the review process.

D Rhoden confirmed that a public consultation would be required to extend the coverage of the PSPOs.

Councillor Birnie asked who currently collects fixed penalty notices and if they are then council funds.

B Stevens said he would get back to the councillor after the meeting

Action: B Stevens

Councillor Birnie asked how the council could monitor the amount of money that the contractor was collecting.

B Stevens said the proposal allows for the council to access their systems to monitor performance.

Councillor Beauchamp asked if this pilot would cover parking offences.

Councillor Birnie said the council employs another contractor to carry out that enforcement.

Councillor Beauchamp asked when the team was looking to implement this pilot.

B Stevens said they were hoping for the pilot to start in April 2021 but it will depend on the length of the tender.

Councillor Birnie asked when the related portfolio holder decision would be published.

K Mogan confirmed it was due to be published on 24 November.

Councillor McDowell asked for confirmation that the committee are not being asked to approve a private company and had concerns about approaching young people who are cycling.

Councillor Banks said this pilot is looking to tackle the anti-social behaviour involved in the cycling such as cycling into pedestrians without due care.

Councillor McDowell felt the council should not be outsourcing to a private company to enforce their rules. He believed the council would get a better response if residents can see it coming from DBC directly and not seen as a way of making money. It is important to engage and educate people. He was concerned that the private company may have targets to hit on handing out fines.

Councillor Banks asked members that had any concerns to speak to her as the portfolio holder. She noted Councillor McDowell's concerns but the report contains many comments about how the team have and will be engaging and educating and this is the first priority.

Councillor Birnie commented that the PSPO does seem to have worked well without a huge amount of public resentment. He noted that if contractors are issuing penalties based on incentives, there is a risk of losing control and the approval of residents in the enforcement of PSPOs.

B Buckley confirmed this was just a pilot scheme and it will come back for a review to this committee. There will be strict controls on monitoring the contractor and will be evaluated and reviewed after 12 months.

Councillor Birnie asked if the provision to appeal penalties will be handled by council officers.

B Stevens confirmed that the overriding decision on penalties will lay with the council.

10 DACORUM LOCAL PLAN UPDATE

J Doe gave a brief update to the committee about the plans for the Local Plan consultation. It will be going to Council next week for approval to go out to consultation and officers are currently preparing the arrangements. Since the Cabinet meeting, a further national lockdown has been implemented so had to look again at arrangements. One area concerned was the availabilities of libraries and some have remained open with a click and collect service and so the team will be making a number of copies of the local plan that will be available for loan for anyone who is interested. In addition, members of the public will be able to inspect the plan at The Forum on an appointment only basis due to covid restrictions. There will be full online coverage of the plan including a virtual exhibition which has been developed with an IT agency.

Councillor Birnie said he had received objections to holding the consultation under lockdown restrictions.

J Doe said they have taken advice from the Monitoring Officer on compliance with the council's published policy on consultations.

Councillor Timmis asked if maps would be provided to members of the public in the consultation.

J Doe said maps of the main settlements will be provided showing general indications of proposed developments. There will also be an easy to read version that this committee requested.

Councillor Birnie asked for the timetable of the consultation.

J Doe said the consultation will begin on 27 November subject to Council approval and will run for eight weeks.

Councillor Birnie asked if public face to face exhibitions could be held after the end of lockdown on 2 December.

J Doe said other arrangements have been put in place and there will be no public face to face exhibitions.

Councillor McDowell sought clarification around the council's own consultation guidelines.

J Doe said every council was required to publish their policy on consultations and this is called the Statement of Community Involvement. When the plan goes to public examination, the key test that the inspector looks at is to see if the council have complied with this.

Councillor McDowell asked why Cabinet have changed the policy to make the consultation fit.

J Doe said the policy was amended to reflect the current covid restrictions. There is no change to the policy, just the implementation of it.

Councillor McDowell said just being compliant with the policy is not enough and it needs to reach everyone it should. He said he would like to see a provision of funds given to ward, town and parish councillors to help publicise.

Councillor Birnie suggested that any members who had concerns with the planned consultation measures raise it at the council meeting. He asked J Doe to send an email round to the committee detailing all consultation measures.

Action: J Doe

Councillor Ransley asked if any amendments had been made to the maps seen by members as she noted that Bulbourne was missing.

J Doe said they hadn't been changed but Bulbourne wouldn't be there as the maps will display where the major allocations will be and nothing major has been planned at Bulbourne but he would take away the point and check.

Councillor Stevens asked if there was a decision on whether hard copies of the plan will be available to purchase and what the cost of this would be.

J Doe said this would be available. The cost is unknown at the moment as waiting for costs from printers.

Councillor Timmis asked if they could see the maps before they are sent out in the consultation as previous versions have been poor quality.

J Doe confirmed he would send them out.

11 WORK PROGRAMME

There was nothing to add. Councillor Birnie encourage members to suggest any reports to him.

The meeting ended at 8.35pm

Strategic Planning and Environment OSC

Actions arising

Date of meeting	Action point	Responsible for action	Date action completed	Update on action point
10 November 2020	To provide the committee with the smaller variances in the budget that are not highlighted in the report	Fiona Jump		
10 November 2020	To provide all ward councillors with the details of trees being planted in their wards	Craig Thorpe		
10 November 2020	To provide Cllr Timmis with powers that the Animal Welfare and Public Health officer has	Bill Buckley	13 November 2020	Email sent to Cllr Timmis with information
10 November 2020	To provide Cllr Birnie with the details of the accident referred to in the report	Bill Buckley	12 November 2020	Email sent direct to Cllr Birnie providing details of the accident

10 November 2020	To provide Cllr Birnie with the income details of issuing FPNs	Ben Stevens	11 November 2020	Email sent to the Chair detailing the costs £1413 1 x CPN FPN= £100 10 x FPN= £750 1 x Prosecution order = £563
10 November 2020	To circulate the details of the Local Plan consultation to members of the committee	James Doe	16 November 2020	Email sent to the committee via Member Support detailing the plans.



Report for:	Strategic Planning and Environment Overview and Scrutiny Committee
Date of meeting:	1st December 2020
PART:	1
If Part II, reason:	

Title of report:	BUDGET PREPARATION 2021/22
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance & Resources James Deane, Corporate Director (Finance & Operations) Nigel Howcutt, Assistant Director (Finance & Resources)
Purpose of report:	To provide Members with an overview of the draft budget and provide the opportunity to scrutinise and provide feedback to Cabinet.
Recommendations	That the Scrutiny Committee review and scrutinise the draft budget proposals for 2021/22 and provide feedback, to be considered by Cabinet, for each Committee's specific area of responsibility.
Corporate Objectives:	All. Setting a balanced budget supports all of the Council's corporate objectives.
Implications:	The financial and value for money implications are set out in the body of the report.
Risk Implications	The Council is required to set a balanced budget and scrutiny of the overall budget proposals will assist in the challenge process required.
Community Impact Assessments	Where appropriate, Community Impact Assessments for proposed budgets amendments have been undertaken by relevant service areas.
Health And Safety Implications	None.
Consultees:	Budget Review Group; Portfolio Holders; Chief Officer Group; Corporate Management Team; Group Managers.
Background Papers:	Agenda item 7 October 2020 Cabinet - Medium Term Financial Strategy 2020/21 – 2024/25.
Key Terms,	GF – General Fund

Definitions & Acronyms	HRA – Housing Revenue Account MTFS – Medium Term Financial Strategy OSC – Overview and Scrutiny Committee RSG – Revenue Support Grant
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Introduction

1. The purpose of this report is to present for scrutiny and review the draft budget proposals for 2021/22.
2. Budget detail for every area of the Council has been made available to all Members. A glossary of what is grouped under headings is set out in Annexe A.
3. With the exception of the Finance & Resources committee, which scrutinises all budgets, individual Overview and Scrutiny Committees (OSCs) will focus only on those appendices and that portion of the Capital Programme that relate directly to their remit.
4. A senior Finance Officer will be present in each of the committees to support the Chair.
5. The following appendices are relevant to the draft budget proposals for 2021/22:

Corporate view

- Appendix A – General Fund Budget Summary 2021/2
- Appendix Bi – Budget Change Analysis 2020/21 – 2021/22
- Appendix Bii – General Fund Budget Summary by Committee

Strategic Planning & Environment

- Appendix Ei – Strategic Planning & Environment Budgets Summary 2021/22
- Appendix Eii – Strategic Planning & Environment Budgets Detail 2021/22

Capital Programme

- Appendix Hiii – Strategic Planning and Environment Capital Programme: Summary of new and amended projects. 2021/22 - 2025/26
- Appendix liii – Strategic Planning and Environment Capital Programme 2021/22 - 2025/26.

Medium Term Financial Strategy (MTFS)

6. The current MTFS was approved by Council in October 2020 and contained the following key decisions which have informed the budget-setting process for 2021/22:
 - A General Fund savings target of £590k for 2021/22
 - A General Fund savings target of £1.8m over the duration of the MTFS period
 - A General Fund balance of between 5% and 15% of Net Cost of Services
 - A minimum HRA working balance of at least 5% of turnover
7. The draft budget presented in Appendix A has a balanced position. At this stage, this remains subject to a number of budgetary assumptions. Work continues on these assumptions, and the finalised position will be reported to Members at the Joint OSC in February.

8. Council has delegated authority to the S151 Officer to revise the MTFS if material changes to forecasts are required as a result of future government announcements. In light of the current Covid pandemic and the constantly changing financial environment the S151 Officer is providing Cabinet with regular MTFS and financial updates.

Key Assumptions included in draft General Fund Budget

9. The following assumptions are incorporated within the draft budget:
 - £5 increase in Council Tax and 1% increase in taxbase
 - An average 2.5% pay settlement
 - Vacancy factor of 5% for non-front-line services
 - Business Rates funding levels set at safety net levels (See para 13)
 - Negative Revenue Support Grant (RSG) (See paragraphs 14 - 18)
 - New Homes Bonus reduced by 55% (£970k). (See para 19-20)
 - Inflation freeze on Supplies and Services

Government funding – Business Rates

10. Due to the global pandemic the Local Government Fair Funding Review, most recently planned for rollout in 21/22, has been further delayed and Government has stated that Local Authorities will receive a one-year settlement for 2021/22.
11. In the absence of specific detail, this budget makes a series of funding assumptions, outlined in subsequent paragraphs. Confirmation of 2021/22 Government funding levels will be announced within the Local Government Finance Settlement, expected in December, and incorporated within the second draft budget brought for Members' scrutiny in February 2021.
12. The expected economic downturn in future months together with an as yet unclear Government Business Rates policy for 21/22 have combined to create significant uncertainty over the level of funding the Council will receive from Government next year.
13. This proposed budget has therefore taken a prudent approach and set retained Business Rates funding at the 'safety net' level, i.e. the Government-guaranteed minimum level of funding under the current system. The approved MTFS compartmentalises Covid pressures and provides for this shortfall to be supported through the use of reserves. This ensures that the Council can take a prudent approach to likely funding levels and control the impact through use of reserves without making unnecessary and potentially damaging short-term changes to its underlying business model.

Government funding – Revenue Support Grant

14. The Local Government Finance Settlement 2020/21, issued by MHCLG in December 2019, suspended '**negative RSG**' payments for 20/21. At that point Government indicated this was a one-off arrangement and has given no subsequent indication that there will be a further suspension in 2021/22.
15. The concept of 'negative RSG' was introduced to enable Government to reduce the level of funding paid to an authority when there was no further RSG left to reduce. The idea was that the negative RSG would net off against the Business

Rates funding to bring total authority funding down to a level, which, in Government's opinion, reflected its level of need.

16. In this respect 'negative RSG' was only ever a transitional tool until each authority's needs-level funding is captured and baselined within the Business Rates future funding methodology. Government has previously stated that RSG will cease to exist as a funding stream once the new funding model is rolled out.
17. It is prudent to assume that Government has not fundamentally changed its medium-term assessment of Dacorum's level of need, and that the suspension of negative RSG last year was a temporary relief, and not guaranteed to be reflected in the funding methodology beyond the current year. Consequently, this budget assumes that negative RSG will reduce the Council's funding by £970k in 21/22.
18. Any decision by Government to suspend negative RSG again in 21/22, in whole or in part, will lead to a financial gain for Dacorum. Unless explicitly announced otherwise by Government, this benefit should be seen as a one-off and accordingly used by the Council to fund one-off expenditure. Final confirmation of Government's decision around negative RSG is expected in December as part of the Local Government Finance Settlement, and any implications will be reported back to Members in February.

Government funding – New Homes Bonus

19. New Homes Bonus (NHB) was also planned for review under the now-delayed Fair Funding Review. In the absence of any further updates, this budget assumes no change to Government's previous commitments on future years' payments, i.e. that NHB will cease in 22/23.
20. In line with the approved MTF5, this budget assumes a continuation of the Council's current strategy, i.e. due to its time-limited nature NHB funding is not used to support ongoing service provision, but is instead contributed to the Dacorum Development Reserve for future one-off spending.

Key General Fund budget savings since last year

21. Detailed budget changes between 2020/21 and 2021/22 are shown in Appendix B. Key items include:
 - £4.7m removal of the one-off pensions payment arising from triennial review
 - £150k total staff efficiency savings
 - £450k increase in income generated
 - £80k reduction in Supplies and Services costs

Key General Fund budget growth since last year

22. Detailed ongoing growth areas (i.e. not one-off items of expenditure to be funded from reserves or additional grants) are shown in Appendix B. Key items include:
 - £186k to Employees budgets
 - £101k to support new Premises costs
 - £2.2m Income reduction arising from the forecast impact of Covid.

23. In order to assist Members in their scrutiny, the draft Strategic Planning and Environment budget is set out at a detailed Service level in appendices Ei and Eii.

Capital Programme

24. The draft Strategic Planning and Environment Capital Programme is set out in Appendix liii.
25. The changes to the capital programme are highlighted in appendix Hiii. There are 4 new capital project requests that require £1.4m over the 5 years of the capital programme between 2021-25/26, there are also 4 requested amendments to the capital programme that relate to slippage of existing capital projects into 21/22.

Next Steps

26. Members of the individual OSCs are asked to review and scrutinise the draft budget proposal for 2021/22, and to provide feedback for Cabinet to consider ahead of the next Joint OSC, in February 2021.

Annexe A

Explanation of expenditure categories used in appendices

Budget Categories Glossary

Employees

This group includes the cost of employee expenses, both direct and indirect, for example:

- Salaries
- Employer's National Insurance and pension contributions
- Agency staff
- Employee allowances (not including travel and subsistence)
- Training
- Advertising
- Severance payments

Premises

This group includes expenses directly related to the running of premises and land:

- Repairs, alterations and maintenance
- Energy costs
- Rent
- Business Rates
- Water
- Fixture and fittings
- Premises insurance
- Cleaning and domestic supplies
- Grounds maintenance

Transport

This group includes all costs associated with the hire or use of transport, including travel allowances:

- Repair and maintenance of vehicles
- Vehicle licensing
- Fuel
- Vehicle hire
- Vehicle insurance
- Employee mileage

Third Party Payments

Third party payments are contracts with external providers for the provision of a specific service. Examples for the Council include the Call Centre, Payroll Services, and Parking Enforcement.

Supplies & Services

This group includes all direct supplies and service expenses to the authority:

- Equipment, furniture and materials
- Catering/Vending
- Clothing and uniforms
- Printing, stationery and general office expenses
- External services (consultancy, professional advisors)
- Communications and computing (eg software maintenance, telephones and postage)
- Members allowances
- Conferences and seminars

- Grants and subscriptions

Capital Charges

These statutory accounting adjustments reflect a notional charge to the service for the use of a Council's asset. An example is Cupid Depot, for which a charge is made to Waste Services, for as long as the service uses the asset. These charges are reversed out centrally and do not impact on Council Tax.

Transfer Payments

This includes the cost of payments to individuals for which no goods or services are received. For the Council this only relates to Housing Benefit payments.

Income

This group includes all income received by the service from external users or by way of charges:

- Rental income
- Sales of goods or services (eg the sale of recyclables and waste sacks)
- Fees and charges (eg Planning, Parking and Burials)

Grants and Contributions

This group includes all income received by the service from external bodies:

- Specific Government grants
- Income for jointly run projects/services
- Reimbursement of costs (eg recovery of legal costs)
- Other contributions (eg recycling credits from Herts County Council)

Recharges

This statutory accounting adjustment charges out the back office functions (such as Finance and Legal) to the front line services. These adjustments are based on timesheet information provided by Group Managers and are subject to changes each year. The recharges overall will come back to zero, with the only impact on Council Tax being the overall charge to the Housing Revenue Account, as shown in Appendix A.

DRAFT GENERAL FUND BUDGET SUMMARY 2021/22

	Original 2020/21	Growth / (Savings)	Estimate 2021/22
	£000	£000	£000
Service Expenditure & Income			
Employees	28,220	(3,742)	24,478
Premises	4,739	206	4,945
Transport	1,550	46	1,596
Supplies & Services	7,056	431	7,487
Third-Parties	902	(91)	811
Transfer Payments	47,149	0	47,149
Capital Charges & Bad Debts	4,917	0	4,917
Income	(18,395)	1,437	(16,958)
Grants and Contributions	(51,426)	(170)	(51,596)
Recharge to HRA	(4,384)	(223)	(4,607)
Net Cost Of Services	20,328	(2,107)	18,221
Less:			
Interest Receipts	(300)	(125)	(425)
Interest Payments & MRP	916	121	1,037
Reversal of Capital Charges	(4,802)	0	(4,802)
Revenue Contributions to Capital	350	0	350
Net movement to/(from) Earmarked Reserves	139	(25)	114
Budget Requirement General Fund	16,631	(2,136)	14,495
Parish Precepts	972	34	1,006
Budget Requirement Including Parishes	17,603	(2,102)	15,501
Funded by:			
Business Rates Retained	(3,615)	818	(2,797)
Revenue Support Grant	0	940	940
New Homes Bonus/Government Grants	(1,779)	971	(808)
Council Tax (Surplus)/Deficit	(151)	151	0
Business Rates (Surplus)/Deficit	1,000	(700)	300
Net Expenditure before Council Tax	13,058	78	13,136
Demand on the Collection Fund	(13,058)	(49)	(13,107)
Net Change in General Fund Balance	(0)	29	29
General Fund Balance B/Fwd	(2,502)		(2,502)
In year use			29
General Fund Balance C/Fwd	(2,502)		(2,473)

GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22

EMPLOYEE EXPENDITURE

2020/21 Employee Budget		28,220
<u>Inflation</u>		
Pay award of 2.5% per annum (estimate)		586
Increments		127
Sub total - Inflation		713
<u>Growth items</u>		
Private Sector Housing Officer	Natasha Beresford	40
Strategic Planning Manager	Chris Taylor	80
Poppy Fields cemetery (Bunkers Farm) grounds maintenance	Richard Rice	30
Other growth items under £15k		36
Sub total - Growth items		186
<u>Removal of 2020/21 one-off items (reserve / grant funded)</u>		
Remove secondary pensions contribution lump sum payment in 2020/21	Fiona Jump	(4,680)
Hemel Garden Communities project team	James Doe	(193)
South West Herts Joint Strategic Plan costs	James Doe	(60)
Caravan storage - additional resource to generate additional income	Richard Rice	(15)
Innovation and Improvement Intern post	Ben Trueman	(22)
Web Developer fixed term post	Ben Trueman	(8)
Homeless Prevention and Assessment Team - 2 new posts	Natasha Beresford	(26)
Private Sector Housing 1 year fixed term post	Natasha Beresford	(50)
Sub total - Removal of 2020/21 one-off items		(5,054)
<u>2021/22 one-off items (reserve / grant funded)</u>		
Diversity and Community Inclusion Officer - 3 year fixed term post	Matt Rawdon	47
Climate Change Emergency Officer - 3 year fixed term post	Mark Gaynor/Ben Hosier	40
Planning Enforcement Post - 1 year fixed term	Sara Whelan	41
Innovation & Improvement Intern - further year of fixed term post	Ben Trueman	22
Web Developer fixed term post	Ben Trueman	8
Commercial Waste project officer - 1 year fixed term	Craig Thorpe	20
Staff resources to support additional PPA income	Sara Whelan	110
South West Herts Joint Strategic Plan costs	James Doe	100
Hemel Garden Communities project team	James Doe	250
Sub total - 2021/22 one-off items		638
<u>Efficiency savings</u>		
Revenues and Benefits service review	Chris Baker	(30)
Legal and Corporate service review	Farida Hussain	(20)
Customer services - staff reconfiguration	Matt Rawdon	(5)
Corporate Support Restructure	Farida Hussain	(35)
Waste Services - savings from new staff joining on lower grades	Craig Thorpe	(25)
Consolidate training budgets in Revenues and Benefits	Chris Baker	(12)
Other minor items under £15k		(22)
Sub total - Efficiency savings		(149)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		(77)
Sub total - Other		(77)
Total change year on year		(3,742)
2021/22 Employee Budget		24,478

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
PREMISES EXPENDITURE**

2020/21 Premises Budget	4,739
Inflation	
General inflation	105
Sub total - Inflation	105
Growth items	
Poppy Fields Cemetery Operational Costs (Bunkers Farm) Richard Rice	37
Berkhamsted Multi-Storey car park - maintenance, cleaning and business rates Ben Hosier	64
Sub total - Growth items	101
Total change year on year	206
2021/22 Premises Budget	4,945

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
TRANSPORT EXPENDITURE**

2020/21 Transport Budget	1,550
Inflation	
General inflation	66
Sub total - Inflation	66
Efficiency savings	
Reduction in Travel Expenditure Craig Thorpe/Emma Walker	(20)
Sub total - Efficiency Savings	(20)
Total change year on year	46
2021/22 Transport Budget	1,596

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
SUPPLIES & SERVICES EXPENDITURE**

2020/21 Supplies & Services Budget		7,056
<u>Inflation</u>		
Inflation on ICT costs and contracted services		70
Sub total - Inflation		70
<u>Growth items</u>		
Robotic Process Automation – Licensing & Support	Ben Trueman	23
Booking Live Licence / Support	Ben Trueman	10
Capita payment system cloud hosting	Ben Trueman	10
Poppy Fields Cemetery Operational Costs (Bunkers Farm)	Richard Rice	14
Berkhamsted Multi-Storey car park - car park services costs	Ben Hosier	21
Sub total - Growth items		78
<u>Removal of 2020/21 one-off items (reserve / grant funded)</u>		
Caravan storage - additional resource to implement proposal	Richard Rice	(5)
Review and improvement of planning process	Sara Whelan	(50)
Leisure - feasibility work Berkhamsted Leisure Centre	Ben Hosier	(65)
Controlled Parking Zones	Ben Hosier	(45)
VE Day event	Farida Hussain	(30)
Armed Forces Day	Matt Rawdon	(20)
Sub total - Removal of 2020/21 one-off items		(215)
<u>2021/22 one-off items (reserve / grant funded)</u>		
Funding for Local Plan in year of examination	Chris Taylor	155
Climate Change Emergency Budget (for technical studies, consultancy support and community initiatives and events)	Mark Gaynor/Ben Hosier	100
Diversity and Inclusion Officer - associated budget	Matt Rawdon	5
Hemel Garden Communities project work	James Doe	50
South West Herts Joint Strategic Plan costs	James Doe	140
Sub total - 2021/22 one-off items		450
<u>Efficiency savings</u>		
Revenues e-billing	Chris Baker	(5)
Customer Services efficiencies	Matt Rawdon	(2)
Reduction in Telephony Expenditure	Ben Trueman	(10)
Reduction of legal expenses budget in Revenues and Benefits	Chris Baker	(14)
Non replacement of dog waste bins (if near a general waste bin)	Craig Thorpe	(15)
Savings in revenue costs through capital purchases of wheeled bins	Craig Thorpe	(25)
Minor savings under £5k		(8)
Sub total - Efficiency savings		(79)
<u>Other</u>		
Internal movement of budget (no growth or efficiencies to services)		127
Sub total - Other		127
Total change year on year		431
2021/22 Supplies & Services Budget		7,487

GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 THIRD-PARTY PAYMENTS	
2020/21 Third Party Payments Budget	902
Inflation	
Contractual inflation	18
Sub total - Inflation	18
Removal of 2020/21 one-off items (reserve / grant funded)	
New payroll contract implementation costs	Fiona Jump (60)
Sub total - 2021/22 one-off items	(60)
Efficiency savings	
In-house Resilience Service Delivery	Emma Walker (20)
Internal Audit contract	Fiona Jump (20)
Sub total - Efficiency savings	(40)
Other	
Internal movement of budget (no growth or efficiencies to services)	(9)
Sub total - Other	(9)
Total change year on year	(91)
2021/22 Third Party Payments Budget	811
GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22 TRANSFER PAYMENTS	
2020/21 Transfer Payments Budget	47,149
Total change year on year	0
2021/22 Transfer Payments Budget	47,149

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
INCOME**

2020/21 Income Budget		(18,395)
Inflation		
General inflation		(264)
Sub total - Inflation		(264)
Growth items		
Ongoing pressure in Commercial Waste income from Covid-19 impact	Craig Thorpe	100
Ongoing pressure in Commercial rents from Covid-19 impact	Richard Rice	1,000
Ongoing pressure in garage rents from Covid-19 impact	Jason Grace	500
Ongoing pressure in Leisure income from Covid-19 impact	Ben Hosier	501
Hemel Hempstead Market	Chris Taylor	20
Sub total - Growth items		2,121
Increased income		
Temporary Accommodation	Natasha Beresford	(210)
Caravan Storage income	Richard Rice	(10)
Planning fees	Sara Whelan	(50)
Planning Performance Agreement income	Sara Whelan	(145)
Land Disposal Enquiry Charges	Richard Rice	(20)
Income from Health Certificates	Emma Walker	(5)
Littering & Public Spaces Protection Orders (PSPO) Income	Emma Walker	(5)
Income from charging Registered Providers for Housing allocations	Natasha Beresford	(5)
Sub total - Increased income		(450)
Other		
Internal movement of budget (no growth or efficiencies to services)		30
Sub total - Other		30
Total change year on year		1,437
2021/22 Income Budget		(16,958)

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
GRANTS, REIMBURSEMENTS AND CONTRIBUTIONS**

2020/21 Grants, Reimbursements and Contributions Budget	(51,426)
Inflation	
General inflation	(35)
Sub total - Inflation	(35)
Removal of 2020/21 one-off items (reserve / grant funded)	
Homeless Prevention and Assessment Team - 2 new posts	Natasha Beresford 26
South West Herts Joint Strategic Plan	James Doe 60
Sub total - Removal of 2020/21 one-off items	86
2021/22 one-off items (reserve / grant funded)	
South West Herts Joint Strategic Plan	(240)
Sub total - 2021/22 one-off items	(240)
Growth items	
Reduction to Benefits Administration Subsidy grant	Chris Baker 60
Waste Services Alternative Financial Model (AFM)	Craig Thorpe 50
Sub total - Growth items	110
Increased income	
Bunkers Farm consortium income	Richard Rice (50)
Sub total - Increased income	(50)
Other	
Internal movement of budget (no growth or efficiencies to services)	(41)
Sub total - Other	(41)
Total change year on year	(170)
2021/22 Grants, Reimbursements and Contributions Budget	(51,596)

**GENERAL FUND BUDGET CHANGE ANALYSIS 2021/22
RECHARGE TO THE HRA**

2020/21 Recharge to the HRA	(4,384)
Other	
Adventure Playgrounds - cessation of cleaning service from Housing Cleaning and move in house	Matt Rawdon (25)
Budget virements from Income	(30)
Annual inflationary uplift in HRA recharge (in line with salaries inflation)	(168)
Sub total - Other	(223)
Total change year on year	(223)
2021/22 Recharge to the HRA	(4,607)

OVERVIEW AND SCRUTINY COMMITTEE GENERAL FUND BUDGETS 2021/22				
	Finance & Resources 2021/22 (£'000s)	Housing & Community 2021/22 (£'000s)	Planning & Environment 2021/22 (£'000s)	Total (£'000s)
Employees	9,461	4,352	10,665	24,478
Premises	2,894	1,034	1,016	4,945
Transport	305	14	1,276	1,596
Supplies & Services	3,908	1,109	2,470	7,487
Third-Parties	724	0	86	811
Transfer Payments	47,144	5	0	47,149
Capital Charges	2,131	1,083	1,704	4,917
Income	(8,515)	(4,869)	(3,574)	(16,958)
Grants and Contributions	(48,864)	(700)	(2,031)	(51,596)
Recharges	(6,350)	(50)	1,793	(4,607)
Net Expenditure by Committee	2,838	1,978	13,405	18,221

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGETS 2021/22					
	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
Strategic Planning & Environment					
Employees	10,158,600	10,871,595	10,664,620	506,020	5%
Premises	988,050	1,123,550	1,016,330	28,280	3%
Transport	1,239,467	1,403,007	1,276,450	36,983	3%
Supplies & Services	2,047,080	4,094,716	2,470,290	423,210	21%
Third-Parties	113,400	365,860	86,220	(27,180)	(24%)
Capital Charges	1,703,600	1,703,600	1,703,600	0	0%
Income	(3,449,330)	(2,752,334)	(3,573,970)	(124,640)	4%
Grants and Contributions	(1,893,370)	(3,317,948)	(2,031,410)	(138,040)	7%
Recharges	1,784,616	1,870,500	1,793,137	8,521	0%
Net Expenditure: Strategic Planning & Environment	12,692,113	15,362,545	13,405,267	713,154	6%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
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Strategic Planning & Environment

Finance & Resources (Nigel Howcutt)

Open Spaces (Richard Rice)

Premises	19,450	22,107	19,850	400	+2%
Supplies & Services	550	500	550	0	+0%
Capital Charges	6,600	6,600	6,600	0	+0%
Income	(26,020)	(26,020)	(26,530)	(510)	(2%)
Grants and Contributions	(29,680)	(29,680)	(30,270)	(590)	(2%)
Recharges	1,050	1,050	1,060	10	+1%
Net Expenditure: Open Spaces	(28,050)	(25,443)	(28,740)	(690)	(2%)

Promotion and Marketing of the Area (Town Centres) (Richard Rice)

Premises	74,910	74,910	76,710	1,800	+2%
Supplies & Services	1,560	1,560	1,590	30	+2%
Capital Charges	154,400	154,400	154,400	0	+0%
Recharges	261,646	262,175	266,377	4,731	+2%
Net Expenditure: Promotion and Marketing of the Area (Town Centres)	492,516	493,045	499,077	6,561	+1%

Net Expenditure: Finance & Resources

	464,466	467,602	470,337	5,871	+1%
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Neighbourhood Delivery (AD Neighbourhood Delivery)

Open Spaces (Craig Thorpe)

Employees	2,824,550	2,825,656	2,995,500	170,950	+6%
Premises	525,950	668,419	537,560	11,610	+2%
Transport	133,440	128,610	130,610	(2,830)	(2%)
Supplies & Services	281,970	305,625	282,060	90	+0%
Capital Charges	432,100	432,100	432,100	0	+0%
Income	(20,670)	(20,670)	(21,090)	(420)	(2%)
Grants and Contributions	(469,930)	(619,587)	(478,010)	(8,080)	(2%)
Recharges	(1,884,944)	(1,804,676)	(1,963,643)	(78,700)	(4%)
Net Expenditure: Open Spaces	1,822,467	1,915,476	1,915,087	92,620	+5%

Animal and Public Health (Craig Thorpe)

Employees	67,960	74,123	69,700	1,740	+3%
Transport	9,420	9,420	9,890	470	+5%
Supplies & Services	52,580	52,290	37,590	(14,990)	(29%)
Income	(144,930)	(132,930)	(147,830)	(2,900)	(2%)
Recharges	89,543	97,732	92,779	3,236	+4%
Net Expenditure: Animal and Public Health	74,573	100,635	62,129	(12,444)	(17%)

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £	%
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Environmental Services Management, Support Services and Overheads (Craig Thorpe)					
Employees	347,660	358,090	359,410	11,750	+3%
Premises	227,790	234,275	234,650	6,860	+3%
Transport	13,570	7,550	13,620	50	+0%
Supplies & Services	130,970	141,303	131,610	640	+0%
Third-Parties	14,940	14,400	15,240	300	+2%
Capital Charges	111,400	111,400	111,400	0	+0%
Income	(16,480)	(10,340)	(16,810)	(330)	(2%)
Recharges	(829,850)	(856,678)	(849,120)	(19,270)	(2%)
Net Expenditure: Environmental Services Management, Support Services and Overheads	0	(0)	(0)	(0)	

Transport Services (Craig Thorpe)					
Employees	426,340	471,270	440,530	14,190	+3%
Transport	498,180	673,750	521,630	23,450	+5%
Supplies & Services	15,680	19,199	15,740	60	+0%
Capital Charges	5,800	5,800	5,800	0	+0%
Grants and Contributions	(5,000)	(5,000)	(5,000)	0	+0%
Recharges	(941,000)	(1,165,019)	(978,700)	(37,700)	(4%)
Net Expenditure: Transport Services	0	(0)	0	0	

Street Cleansing (Non-Highway) (Craig Thorpe)					
Recharges	1,544,770	1,548,503	1,578,248	33,478	+2%
Net Expenditure: Street Cleansing (Non-Highway)	1,544,770	1,548,503	1,578,248	33,478	+2%

Household Waste and Recycling (Craig Thorpe)					
Employees	2,803,890	3,381,414	2,810,480	6,590	+0%
Transport	496,017	496,017	515,570	19,553	+4%
Supplies & Services	551,080	735,080	545,110	(5,970)	(1%)
Capital Charges	871,600	871,600	871,600	0	+0%
Income	(173,990)	(128,990)	(176,980)	(2,990)	(2%)
Grants and Contributions	(1,096,000)	(846,000)	(1,056,000)	40,000	+4%
Recharges	1,608,511	1,763,117	1,677,341	68,829	+4%
Net Expenditure: Household Waste and Recycling	5,061,108	6,272,238	5,187,121	126,012	+2%

Trade Waste (Craig Thorpe)					
Employees	225,930	233,215	231,350	5,420	+2%
Transport	58,760	58,760	61,270	2,510	+4%
Supplies & Services	364,370	364,370	364,420	50	+0%
Capital Charges	3,600	3,600	3,600	0	+0%
Income	(963,480)	(763,480)	(882,250)	81,230	+8%
Recharges	269,313	279,852	257,575	(11,738)	(4%)
Net Expenditure: Trade Waste	(41,508)	176,317	35,965	77,472	+187%

Pest Control (Emma Walker)					
Employees	65,420	54,854	67,240	1,820	+3%
Transport	3,830	2,600	4,020	190	+5%
Supplies & Services	4,200	4,300	4,200	0	+0%
Income	(77,750)	(60,000)	(79,310)	(1,560)	(2%)
Recharges	113,797	116,801	118,356	4,559	+4%
Net Expenditure: Pest Control	109,497	118,555	114,506	5,009	+5%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
Pollution Reduction (Emma Walker)					
Employees	191,220	202,445	199,010	7,790	+4%
Transport	2,880	2,880	2,940	60	+2%
Supplies & Services	20,690	20,380	20,700	10	+0%
Capital Charges	11,800	11,800	11,800	0	+0%
Income	(26,570)	(26,570)	(27,110)	(540)	(2%)
Recharges	94,121	87,356	86,501	(7,620)	(8%)
Net Expenditure: Pollution Reduction	294,141	298,291	293,841	(300)	(0%)
Animal and Public Health (Emma Walker)					
Employees	18,460	17,165	18,980	520	+3%
Transport	1,480	1,480	1,540	60	+4%
Supplies & Services	21,480	15,300	21,490	10	+0%
Income	(7,900)	(1,250)	(8,060)	(160)	(2%)
Recharges	60,578	74,154	74,418	13,840	+23%
Net Expenditure: Animal and Public Health	94,098	106,849	108,368	14,270	+15%
Food Safety (Emma Walker)					
Employees	280,440	217,485	291,780	11,340	+4%
Transport	1,760	1,760	1,800	40	+2%
Supplies & Services	3,130	3,130	3,140	10	+0%
Income	(2,760)	(4,834)	(7,820)	(5,060)	(183%)
Recharges	114,668	109,367	108,319	(6,350)	(6%)
Net Expenditure: Food Safety	397,238	326,908	397,219	(20)	(0%)
Health & Safety - External Support/Advice (Emma Walker)					
Employees	196,500	178,679	208,290	11,790	+6%
Transport	550	550	560	10	+2%
Supplies & Services	28,300	43,300	28,640	340	+1%
Recharges	(225,350)	(222,529)	(237,490)	(12,140)	(5%)
Net Expenditure: Health & Safety - External Support/Advice	(0)	0	(0)	0	

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
Street Cleansing (Enforcement) (Emma Walker)					
Employees	107,610	148,536	117,620	10,010	+9%
Transport	6,260	6,260	1,420	(4,840)	(77%)
Supplies & Services	6,050	6,000	6,070	20	+0%
Income	(3,320)	(3,320)	(8,390)	(5,070)	(153%)
Recharges	161,958	174,216	173,497	11,539	+7%
Net Expenditure: Street Cleansing (Enforcement)	278,558	331,692	290,217	11,659	+4%
Emergency Planning (Emma Walker)					
Employees	10,070	11,199	10,340	270	+3%
Transport	100	100	100	0	+0%
Supplies & Services	5,470	4,380	5,500	30	+1%
Third-Parties	28,870	28,870	0	(28,870)	(100%)
Recharges	43,705	46,227	45,266	1,561	+4%
Net Expenditure: Emergency Planning	88,215	90,777	61,206	(27,009)	(31%)
Net Expenditure: Neighbourhood Delivery	9,723,157	11,286,240	10,043,904	320,748	+3%
Planning, Development and Regeneration (James Doe)					
Economic Development (General) (Chris Taylor)					
Employees	119,640	111,492	102,370	(17,270)	(14%)
Premises	125,820	109,710	133,050	7,230	+6%
Transport	0	50	0	0	
Supplies & Services	122,500	124,000	124,200	1,700	+1%
Capital Charges	82,100	82,100	82,100	0	+0%
Income	(492,630)	(427,630)	(502,490)	(9,860)	(2%)
Grants and Contributions	(20,890)	(10,272)	(6,190)	14,700	+70%
Recharges	115,738	121,048	120,348	4,610	+4%
Net Expenditure: Economic Development (General)	52,278	110,498	53,388	1,110	+2%
Market Undertakings (Chris Taylor)					
Premises	6,690	6,690	6,920	230	+3%
Income	(28,120)	(5,680)	(8,680)	19,440	+69%
Recharges	42,771	42,771	40,857	(1,914)	(4%)
Net Expenditure: Market Undertakings	21,341	43,781	39,097	17,756	+83%
Support to Business and Enterprise (Chris Taylor)					
Premises	7,440	7,440	7,590	150	+2%
Supplies & Services	72,670	1,511,420	67,730	(4,940)	(7%)
Capital Charges	1,900	1,900	1,900	0	+0%
Income	(32,090)	0	(32,730)	(640)	(2%)
Grants and Contributions	(14,030)	(1,462,780)	(14,290)	(260)	(2%)
Recharges	65,127	58,890	61,108	(4,019)	(6%)
Net Expenditure: Support to Business and Enterprise	101,017	116,870	91,308	(9,709)	(10%)
Environmental Grants (Chris Taylor)					
Supplies & Services	7,200	7,200	7,200	0	+0%
Net Expenditure: Environmental Grants	7,200	7,200	7,200	0	+0%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE GENERAL FUND BUDGET DETAIL 2021/22

	Original 2020/2021 £	Forecast 2020/2021 £	Draft 2021/2022 £	Variance 2020/21 - 2021/22 £ %	
Planning Policy (General) (Chris Taylor)					
Employees	841,130	837,788	817,780	(23,350)	(3%)
Transport	6,530	6,530	6,660	130	+2%
Supplies & Services	169,080	501,829	466,080	297,000	+176%
Third-Parties	8,400	8,400	8,570	170	+2%
Capital Charges	17,100	17,100	17,100	0	+0%
Grants and Contributions	(195,000)	(217,500)	(198,900)	(3,900)	(2%)
Recharges	351,614	421,295	414,797	63,183	+18%
Net Expenditure: Planning Policy (General)	1,198,854	1,575,442	1,532,087	333,233	+28%
Planning Policy (General) (James Doe)					
Employees	251,700	315,989	350,000	98,300	+39%
Supplies & Services	0	0	190,000	190,000	
Grants and Contributions	(60,140)	(124,429)	(240,000)	(179,860)	(299%)
Recharges	0	0	300	300	
Net Expenditure: Planning Policy (General)	191,560	191,560	300,300	108,740	+57%
Building Control (Sara Whelan)					
Supplies & Services	28,000	28,000	28,000	0	+0%
Third-Parties	28,000	281,000	28,560	560	+2%
Recharges	105,152	73,184	78,445	(26,708)	(25%)
Net Expenditure: Building Control	161,152	382,184	135,005	(26,148)	(16%)
Development Control (Sara Whelan)					
Employees	1,211,310	1,263,424	1,401,620	190,310	+16%
Transport	6,590	6,590	4,720	(1,870)	(28%)
Supplies & Services	151,200	197,200	110,170	(41,030)	(27%)
Capital Charges	5,200	5,200	5,200	0	+0%
Income	(1,201,620)	(1,000,620)	(1,396,890)	(195,270)	(16%)
Grants and Contributions	(2,700)	(2,700)	(2,750)	(50)	(2%)
Recharges	507,974	523,793	511,245	3,271	+1%
Net Expenditure: Development Control	677,954	992,888	633,315	(44,639)	(7%)
Conservation and Listed Buildings Policy (Sara Whelan)					
Employees	89,510	89,510	90,420	910	+1%
Recharges	45,578	46,900	45,458	(120)	(0%)
Net Expenditure: Conservation and Listed Buildings Policy	135,088	136,410	135,878	790	+1%
Local Land Charges (Sara Whelan)					
Employees	79,260	79,260	82,200	2,940	+4%
Transport	100	100	100	0	+0%
Supplies & Services	8,350	8,350	8,500	150	+2%
Third-Parties	33,190	33,190	33,850	660	+2%
Income	(231,000)	(140,000)	(231,000)	0	+0%
Recharges	68,145	70,969	69,796	1,652	+2%
Net Expenditure: Local Land Charges	(41,955)	51,869	(36,554)	5,402	+13%
Net Expenditure: Planning, Development and Regeneration	2,504,490	3,608,703	2,891,025	386,535	+15%
Net Expenditure: Strategic Planning & Environment	12,692,113	15,362,545	13,405,267	713,154	+6%

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE - NEW AND AMENDED GENERAL FUND CAPITAL BIDS 2021/22 - 2025/26

NEW BIDS	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Environmental Services (Craig Thorpe)						
New Wheeled Bins	90	90	90	90	100	460
Waste & Recycling Service Improvements	25					25
Fleet Replacement Programme	165	0	0	0	579	744
Chipperfield Common Car Park Resurfacing	200					200
TOTAL - NEW BIDS	480	90	90	90	679	1,429
REPHASED AND AMENDED SCHEMES	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Environmental Services (Craig Thorpe)						
Fleet Replacement Programme	(524)	(612)	343	532	261	0
Strategic Planning & Regeneration (Chris Taylor)						
The Bury - Residential Development	35					35
Urban Park/Education Centre (Durrants Lakes)	134					134
Development Management and Planning (Sara Whelan)						
3D Modelling Software for Planning	60					60
TOTAL - REPHASED AND AMENDED BIDS	(295)	(612)	343	532	261	229

STRATEGIC PLANNING & ENVIRONMENT COMMITTEE - DRAFT CAPITAL PROGRAMME BY OSC 2021/22 - 2025/26

Scheme		21/22 £'000	22/23 £'000	23/24 £'000	24/25 £'000	25/26 £'000
Environmental Services (Craig Thorpe)						
1	New Wheeled Bins	100	100	100	100	100
2	Waste & Recycling Service Improvements	25	-	-	-	-
3	Fleet Replacement Programme	3,112	1,098	708	632	841
4	Chipperfield Common car park resurfacing	200	-	-	-	-
		3,437	1,198	808	732	941
Development Management and Planning (Sara Whelan)						
5	3D Modelling Software for Planning	60				
		60	-	-	-	-
Strategic Planning and Regeneration (Chris Taylor)						
6	Urban Park/Education Centre (Durrants Lakes)	134	-	-	-	-
7	The Bury - Conversion into Museum and Gallery	505	2,100	975	-	-
		639	2,100	975	-	-
	TOTAL	4,136	3,298	1,783	732	941

Agenda Item 7



Report for:	Strategic Planning & Environment Overview and Scrutiny Committee
Date of meeting:	1st December 2020
Part:	1
If Part II, reason:	

Title of report:	Hemel Garden Communities Spatial Vision
Contact:	Cllr Graham Sutton, Portfolio Holder for Planning and Infrastructure Responsible Officer: Ian Charie, Programme Director, Hemel Garden Communities Authors: Nathalie Bateman, Hemel Garden Communities Lead Olivia Halper, Urban Design Officer
Purpose of report:	To consult the Committee on the Draft Hemel Garden Communities Spatial Vision
Recommendations	To note and provide support for the final draft Hemel Garden Communities Spatial Vision
Period for post project review	A review of the Spatial Vision's impact and continuing relevance should be undertaken within 5 years.
Corporate objectives:	The Spatial Vision provides a framework of spatial principles to inform the transformation and growth of Hemel Hempstead, as part of the Hemel Garden Communities Programme, in support of DBC's stated Corporate objectives: <ul style="list-style-type: none"> • A clean, safe and enjoyable environment: the Spatial Vision promotes a network of green routes to support healthy lifestyles and active travel, access to nature, and safe routes and spaces which are inclusive to all local communities. • Building strong and vibrant communities: the Spatial Vision's engagement methodology enabled local communities to help shape a vision which sets out principles to create and reinforce a series of distinct, walkable neighbourhoods centred around lively, inclusive local centres with an offer of leisure, retail, employment opportunities, business space, culture and

	<p>community facilities to meet the needs of local communities. Hemel’s communities will be connected and engaged to be active participants in the transformation of the town, including through cultural activity, public art, knowledge and skills sharing.</p> <ul style="list-style-type: none"> • Ensuring economic growth and prosperity: the Spatial Vision provides a framework to diversify Hemel Hempstead’s employment offer and improve the resilience and sustainability of its economy, through localising supply chains, building skills, and implementing a circular economy, digital connectivity and innovative technologies that build on the growth of Hertfordshire Innovation Quarter to benefit existing businesses and the whole of Hemel Hempstead and the surrounding area. • Providing good quality affordable homes: the Spatial Vision sets a framework for delivery of new neighbourhoods with a mix of tenures including 40% affordable homes. • Ensuring efficient, effective and modern service delivery: the Spatial Vision promotes innovative methods of engaging communities and use of digital technologies in the design and development of Hemel Garden Communities. This was commenced through engagement on the Spatial Vision itself (during the Covid restrictions period), which made use of digital methods to overcome social distancing and reach more children and young people. Running throughout the Spatial Vision are opportunities for community collaboration, leadership and stewardship to ensure that places meet the needs of the communities they serve.
<p>Implications:</p> <p>‘Value for money’ implications</p>	<p><u>Financial</u></p> <p>None directly associated with this report.</p> <p><u>Value for money</u></p> <p>The consultants were appointed through a formal procurement process where value for money considerations were reflected in the scoring criteria.</p>
<p>Risk implications</p>	<p>Given the scale of future growth planned for Hemel Hempstead, it is critical that the HGC Programme can guide new development so that it responds to the needs of local communities and stakeholders, integrates new and existing communities and transforms the existing town of Hemel Hempstead, to meet the Garden Communities programme aspirations.</p> <p>If the Spatial Vision is not approved, the HGC Programme will be limited in its ability to secure the growth, infrastructure and transformation of Hemel Hempstead in a way which is rooted</p>

	in the local context and responds to the needs of the communities of Hemel and the wider area. This presents a risk to the town's Government-supported Garden Town status.
Community Impact Assessment	The HGC Spatial Vision forms part of the Draft Local Plan's Hemel Garden Communities Delivery Strategy. A full Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) is being carried out on the Local Plan which looks at social, environmental and economic impacts in detail and will be scrutinised at the future Local Plan examination by an independent inspector. The Council has also undertaken a Community Impact Assessment (CIA) on the draft Local Plan. A separate CIA for Hemel Garden Communities will be produced for the Cabinet Report.
Health and safety Implications	The masterplanning and design quality framework provided by the Spatial Vision will promote the physical and mental wellbeing of Hemel Hempstead's communities, and create safe, vibrant places.
Consultees:	The following teams and organisations have been consulted on the Draft document: <ul style="list-style-type: none"> • HGC partners comprised of officers and Members from Dacorum, St Albans, Hertfordshire County Council • Hertfordshire Local Enterprise Partnership • The Crown Estate and masterplanning consultants • HGC Councillor Visioning Group • Dacorum services: Strategic Planning & Regeneration, Climate Change • St Albans City & District Council services: Planning & Building Control • Hertfordshire County Council services: Ecology, Public Health, Countryside and Rights of Way, Education, Sustainability, Highways Strategy & Implementation.
Background papers:	<ol style="list-style-type: none"> 1. Cabinet reports - Oct 2018, July 2019, Jan 2020 2. HGC Memorandum of Understanding 3. HGC Charter
Glossary of acronyms and any other abbreviations used in this report:	<p>DBC – Dacorum Borough Council</p> <p>HGC – Hemel Garden Communities</p> <p>LEP – Hertfordshire Local Enterprise Partnership</p>

1.0 Introduction

1.1 Dacorum Borough Council, St Albans City and District Council, Hertfordshire County Council, Hertfordshire Local Enterprise Partnership (LEP) and The Crown Estate are working in partnership to deliver HGC, a major expansion of Hemel Hempstead bringing transformative benefits for the existing town.

1.2 The Authorities were awarded Garden Town Status from Government in March 2019 and are working under the Town and County Planning Association (TCPA) New Communities programme to deliver HGC.

1.3 The programme is supported by the HGC Memorandum of Understanding and the HGC Charter, which sets out nine place-making principles, and is driven by a mission statement to *'take the best of the New Town heritage into the 21st century...anchoring the transformation of Hemel Hempstead and the wider area.'*

1.4 Hemel Garden Communities includes new development and transformation proposals for the town and wider connections. The catalyst for transformation of the wider town and its connections is the North and East of Hemel Hempstead Growth Areas, where housing growth is divided roughly equally between Dacorum and St Albans districts and the majority of the employment growth is located in St. Albans district – see Appendix 1 HGC Programme Area. All other development proposed for Hemel Garden Communities in the town of Hemel Hempstead set out in Dacorum's draft Local Plan will be supporting and shaping the transformation agenda either on site and/or through developer contributions. The proposals include a range of sites, some of which have been allocated in the adopted Local Plan whilst others will be allocated in emerging or future Local Plans or are simply windfall.

2.0 Purpose

2.1 The Spatial Vision builds on Hemel Hempstead's strengths and explains how HGC will look and feel once the development and transformation is complete. It provides a locally specific narrative and framework to guide the transformation of Hemel Hempstead and its strategic growth, as a high-level, overarching document, which will guide all other masterplanning and design work for HGC.

2.2 The new development will be delivered in phases via the development management process. The ability of phased development to contribute to the HGC Programme's specific Garden Communities aspirations for Hemel Hempstead and the surrounding area relies on having the compelling and coherent vision, encapsulating both the TCPA's Garden City Principles and Hemel Hempstead's unique growth potential, which is provided by the Spatial Vision.

2.3 The joint Dacorum and St Albans Strategic Design Guide sets the Authorities' general expectations for best practice, high quality design, and sets out a design process to achieve these. In this context, the Spatial Vision will ensure that development proposals, designed in accordance with the Strategic Design Guide, achieve the specific Garden Communities ambitions for the growth and transformation of the town.

2.4 The status of the Spatial Vision is consolidated through the Authorities' emerging Local Plan policies and the joint Dacorum and St Albans Strategic (Sites) Design Guide. The HGC Programme partners will work collaboratively and put in place the appropriate legal mechanisms to ensure that each phase contributes towards the

Spatial Vision's aspirations for the quality of new growth and the transformation of the existing town.

2.5 The HGC Spatial Vision will be used to:

- Guide the HGC Programme and preparation of key studies: the HGC Framework Plan, Hemel Garden Communities Sustainable Transport Plan, HGC Infrastructure Delivery Plan, HGC Programme Delivery Plan and therefore the transformative impacts on Hemel Hempstead.
- Inform design and infrastructure requirements as part of the determination of planning applications for HGC.
- Provide direction for further evidence base work, studies and strategies required to support the HGC Programme framework (in the 'Delivery' chapter of the Spatial Vision).

3.0 Approach

3.1 The HGC Spatial Vision was created through collaboration between the HGC Programme Team and consultants DK-CM, working closely with the LEP and The Crown Estate. The Spatial Vision project team developed new engagement approaches to adapt with the COVID-19 pandemic social distancing requirements, including 'virtual' meetings and events where feedback was captured on digital whiteboards.

3.2 As an overarching engagement method, 'Hemel Channel', an Instagram-based social media channel was created. The Instagram site is being used by the HGC Programme team and the public to engage on activities and events but also as a virtual space to discuss programme matters.

3.3 The Hemel Channel acted as a central communications platform to keep members of the public up to date throughout a two-phase programme of engagement activities. The first phase engaged communities and stakeholders to gain a greater understanding the place, and the second phase enabled these groups to contribute to shaping the Spatial Vision in a hands-on way.

3.4 Phase 1: Understanding the Place: The Spatial Vision project team engaged with a broad range of communities of Hemel Hempstead and the surrounding area to explore and characterise the place and to create a picture of the town generated by the people who live, work and play here. Activities included a series of competitions inviting entries from children and adults showcasing what they find special about Hemel and the surrounding area and how they imagine its future. The team reached out to schools as part of this process, and held a live sketching session on Instagram. In parallel, the team held a series of 1:1 conversations with key stakeholders in the HGC Programme area and wider stakeholders to understand their aspirations for the future.

3.5 Phase 2: Shaping the Vision: The Spatial Vision project team held a series of events aimed at different groups, to allow the communities of Hemel Hempstead and the surrounding area to influence the emerging Spatial Vision. The events comprised:

- An interactive session with the Dacorum Community Review Panel
- A 'virtual' Public Workshop, attended by 40 members of the public and key stakeholders
- A Councillor Visioning Group, including Councillors from Dacorum, St Albans and Hertfordshire County Council.

3.6 In addition to the Spatial Vision project team, an Expert Group made up of notable specialists in their fields was formed to provide input on key areas: transport, inclusive design, history, cultural commissioning, urban futures, Garden Cities, ecology and sustainability. Members of the Expert Group are listed at the end of the Spatial Vision document.

4.0 The draft HGC Spatial Vision

4.1 The draft HGC Spatial Vision, attached as Appendix 2, explains how HGC will look and feel once the development and transformation is complete. It consists of an overarching Spatial Vision, which is broken down into four Pillars with individual spatial visions and spatial principles. Each Pillar is supported with best practice examples from Hemel Hempstead, the wider area and beyond, and a 'delivery' list of studies and next steps.

4.2 A series of maps and drawings has been produced to illustrate the vision, supported by best practice, local context, case studies, photography and indications of further guidance. These visuals show a concept interpretation of the built and green form with a range of indicative proposals, which represent the Spatial Vision.

4.3 A summary of the vision and its supporting pillars is provided below.

The Vision is:

'Hemel Garden Communities: creating a greener, more connected New Town.'

In the heart of the Golden Triangle between Oxford, Cambridge and London, Hemel Garden Communities will grow and transform into a greener, more connected New Town, building on the best of its heritage and culture. Transformation of existing neighbourhoods and the wider area, and the creation of new neighbourhoods, will support healthy lifestyles for everyone. Hemel Garden Communities will be home to inclusive, **integrated neighbourhoods** connected by a **green network**, and thoughtfully designed places with **engaged communities**, all underpinned by digital connectivity, **a self-sustaining economy** and pioneering green technology driven by Herts Innovation Quarter'.

The Four Pillars are:

A Green Network - A network of green and blue routes, travel and places will support healthy lifestyles, biodiversity, climate resilience, environmental sustainability and the wellbeing of local communities.

Integrated Neighbourhoods – A series of walkable neighbourhoods, connected to each other, each with individual distinct identities, exemplar design and sustainability standards, centred upon lively, inclusive local centres.

A Self-sustaining Economy - Innovation in sustainability, circular economy principles and digital connectivity will be key employment drivers in Hemel Garden Communities and provide a strong theme for the economic identity of the town.

Engaged Communities – Connected and engaged communities will be active participants in the transformation of Hemel Garden Communities. Cultural and heritage activity, public art, knowledge and skill exchange and enterprise will all play a role, now and in the long term.

4.4 There are two cross-cutting themes running throughout: a **response to the climate crisis**, and **healthy lifestyles**, to which each Pillar's Spatial Principles contribute.

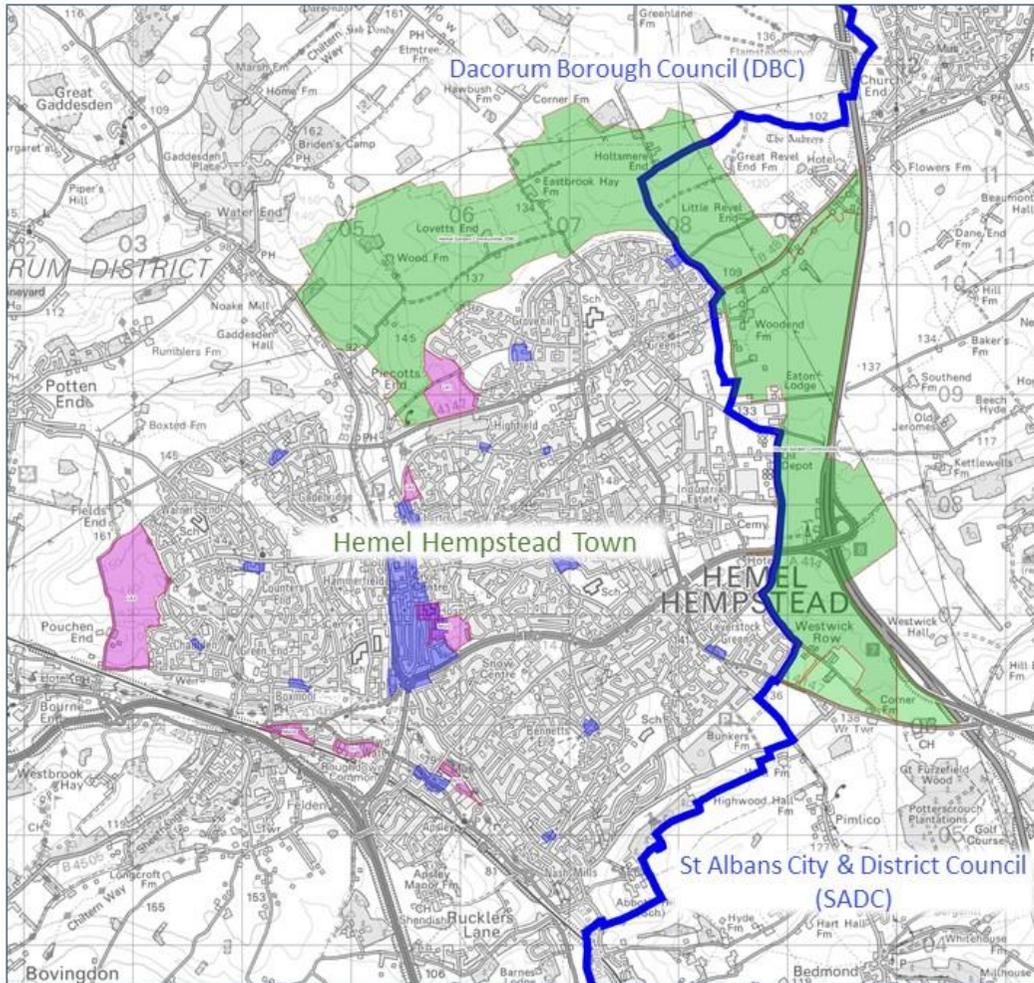
5.0 Next Steps

5.1 The draft HGC Spatial Vision has been reviewed by wider stakeholders but further changes will be made as a result of consultation with Council Members across the 3 partner local authorities.

5.2 The final draft will be submitted to Dacorum's Cabinet for endorsement in January 2021, and reported to St Alban's Planning Performance Committee and Hertfordshire County Council's Growth, Infrastructure, Planning and the Economy Cabinet Panel in February 2021.

5.3 As further studies in the programme are developed the HGC Programme team will report back to SPAE OSC.

Appendix 1 HGC Programme Area



Hemel Garden Communities (HGC) Programme Area – January 2020

Key

 District boundary

Hemel Garden Communities Programme Area:

 DBC Strategic Sites and SADC Broad Locations

 Existing built up area of Hemel Hempstead Town including:

 DBC Existing allocations

 Hemel Hempstead town/local centres

Appendix 2 HGC Spatial Vision

Final Issue 17.11.20

HEMEL GARDEN COMMUNITIES

A SPATIAL VISION

DK-CM for the Hemel Garden Communities Programme

Page 47

Introduction	5
THE VISION	6
FOUR PILLARS	8
1 A GREEN NETWORK	13
2 INTEGRATED NEIGHBOURHOODS	21
3 A SELF-SUSTAINING ECONOMY	29
4 ENGAGED COMMUNITIES	37
Approach	45
Delivery	53
Appendix 1: Engagement Findings	59
Appendix 2: Case Studies	69
Credits	86



Page 49

INTRODUCTION

What is Hemel Garden Communities?

Supported by Garden City Principles, Hemel Garden Communities (HGC) will take the best of the New Town heritage into the 21st century with over 11,000 homes, 10,000 jobs and Hertfordshire Innovation Quarter at its heart, anchoring the transformation of Hemel Hempstead and the wider area.

The HGC programme area covers the town of Hemel Hempstead, within the borough of Dacorum, as well as proposed growth areas straddling both Dacorum and St. Albans district to the north and east of the town and wider movement routes beyond.

Dacorum Borough Council, St Albans City and District Council, Hertfordshire County Council, Hertfordshire Local Enterprise Partnership and The Crown Estate are working together to deliver this ambitious development programme which will transform and grow Hemel Hempstead and create attractive, sustainable new neighbourhoods to its north and east by 2050. The HGC proposal has been recognised by Government, which awarded Hemel Hempstead 'Garden Town' status and a grant in 2019 to help develop garden communities of the future.

What is a Spatial Vision?

The Spatial Vision builds on Hemel Hempstead's strengths and explains how HGC will look and feel once the development and transformation is complete. It provides a framework of locally specific spatial principles to inform detailed masterplanning and further studies, and guide landowners and developers following the Dacorum and St Albans' joint Strategic (Sites) Design Guide.

A series of maps and drawings have been produced to illustrate the vision, supported by best practice, local context, case studies, photography and indications of further guidance. The maps and drawings diagrammatically present different aspects of the Spatial Vision and the potential resulting built and green form. This includes visuals which draw attention to particular locations within Hemel Hempstead and the wider area as examples or to illustrate how a proposal could be developed.

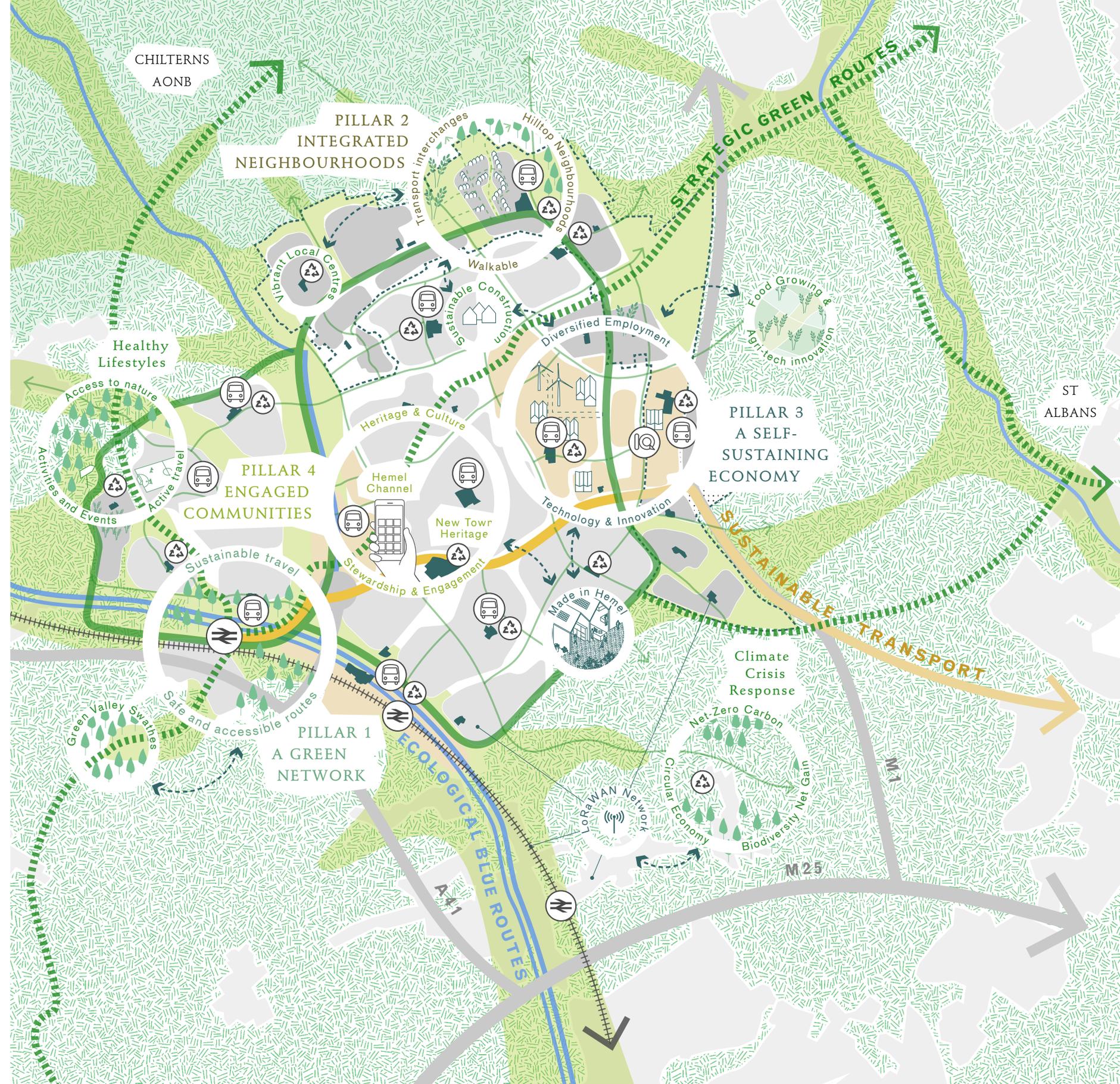
THE VISION

Hemel Garden Communities: creating a greener, brighter, more connected New Town.

In the heart of the Golden Triangle between Oxford, Cambridge and London, Hemel Garden Communities will grow and transform into a greener, more connected New Town, building on the best of its heritage and culture. Transformation of existing neighbourhoods and the wider area, and the creation of new neighbourhoods, will support healthy lifestyles for everyone. Hemel Garden Communities will be home to inclusive, integrated neighbourhoods connected by a green network, and thoughtfully designed places with engaged communities, all underpinned by digital connectivity, a self-sustaining economy and pioneering green technology driven by Herts Innovation Quarter.

Page 50

- | | | | |
|--|--|---|---|
|  | Green space including parks, gardens, woodlands and open space |  | Strategic Routes |
|  | Green valley swathes |  | Local green connections |
|  | Digitally connected Neighbourhoods |  | Farms / allotments |
|  | HGC New Development Areas |  | Key Transport Interchanges |
|  | Strategic transport corridor |  | Circular Economy |
|  | Sustainable transport corridor to Harlow |  | North and East Hemel Growth Areas |
|  | HGC Green Loop |  | Land east of M1 is shown for future M1 J8 enhancements only, including ecological/biodiversity enhancements but no residential or employment development. |
|  | Blue routes | | |



Biodiversity net gain

Healthy communities and lifestyles

Digital connectivity

1.

A GREEN NETWORK

A network of green routes, travel and places will support healthy lifestyles, biodiversity, climate resilience, environmental sustainability and the wellbeing of local communities.

Net zero carbon

Circular economy

3. A SELF-SUSTAINING ECONOMY

Innovation in sustainability, circular economy principles and digital connectivity will be key employment drivers in Hemel Garden Communities and provide a strong theme for the economic identity of the town.

Network of transport interchanges

Food growing spaces and systems

Future-proofed buildings

Green valley swathes

Hierarchy of green routes and places

Local business startup spaces

Hilltop neighbourhoods

FOUR PILLARS

Showcase diverse businesses

Page 51

Segregated cycle and e-mobility routes

Shared community facilities

Spaces for culture

Active stewardship

Public art

2. INTEGRATED NEIGHBOURHOODS

A series of walkable neighbourhoods, connected to each other with individual distinct identities, exemplar design and sustainability standards, centred upon lively, inclusive local centres.

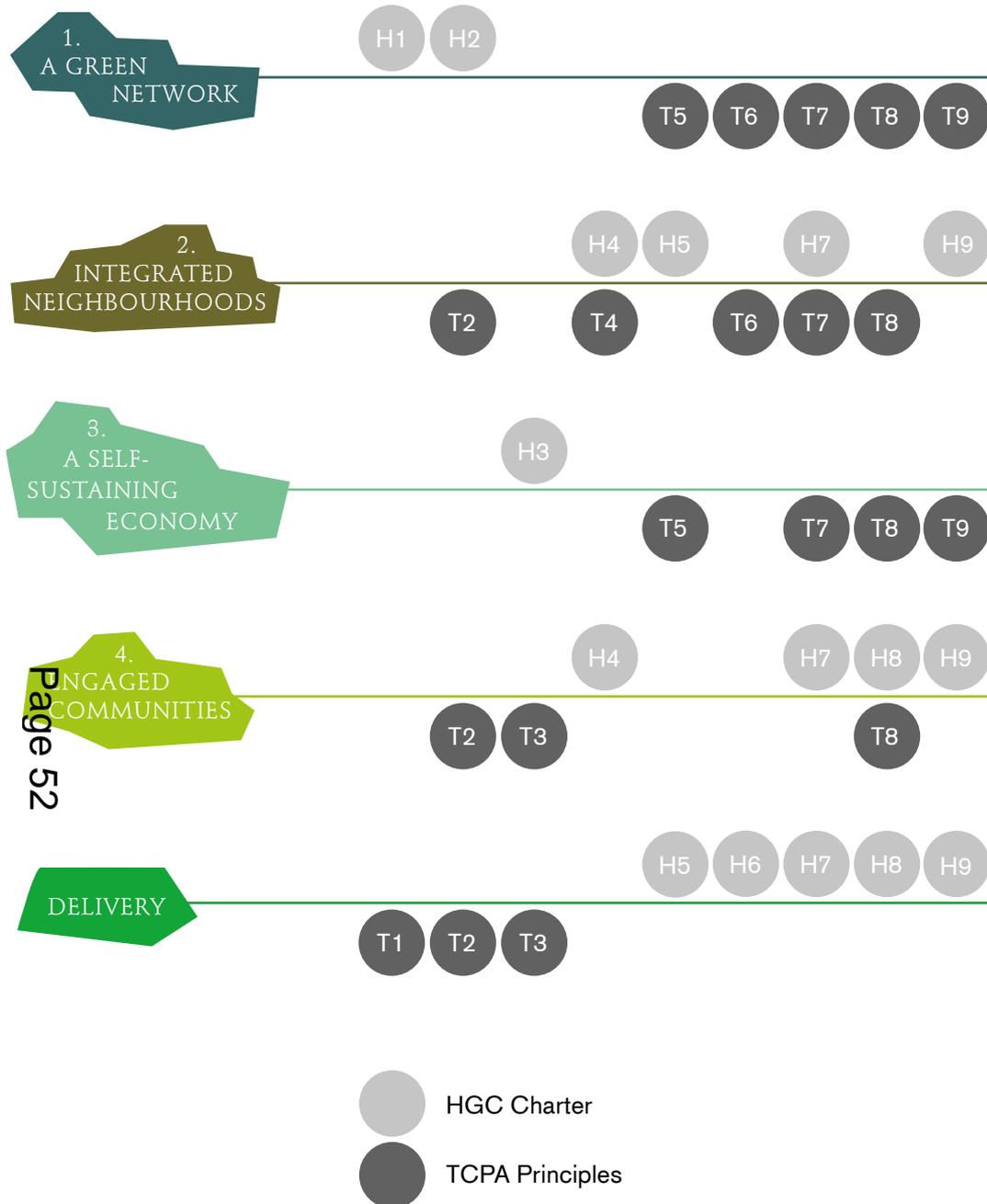
Lively local centres

4. ENGAGED COMMUNITIES

Connected and engaged communities will be active participants in the transformation of Hemel Garden Communities. Cultural and heritage activity, public art, knowledge and skill exchange and enterprise will all play a role, now and in the long term.

New Town heritage

Heritage and culture shaping development



Page 52

Diagram showing how the four Spatial Vision themes respond to the Hemel Garden Communities Charter and TCPA Garden City Principles

The HGC Programme's participation in the Government-supported Garden Communities initiative sets clear expectations for holistically planned, self-sustaining and characterful communities. The HGC Spatial Vision pillars were shaped by the HGC Charter Principles, which were themselves developed from the Town and Country Planning Association (TCPA) Garden City Principles, to articulate the HGC Programme's ambition for the specific context of Hemel Hempstead and the wider area.

HGC Charter Principles

- 1 Connective Green Infrastructure
- 2 Transformative Mobility Improvements
- 3 Diverse Employment Opportunities
- 4 Vibrant Communities
- 5 Exemplary Design
- 6 Strong Corporate and Political Public Leadership
- 7 Empowering Communities
- 8 Innovative Approaches to Delivery
- 9 Active Local Stewardship

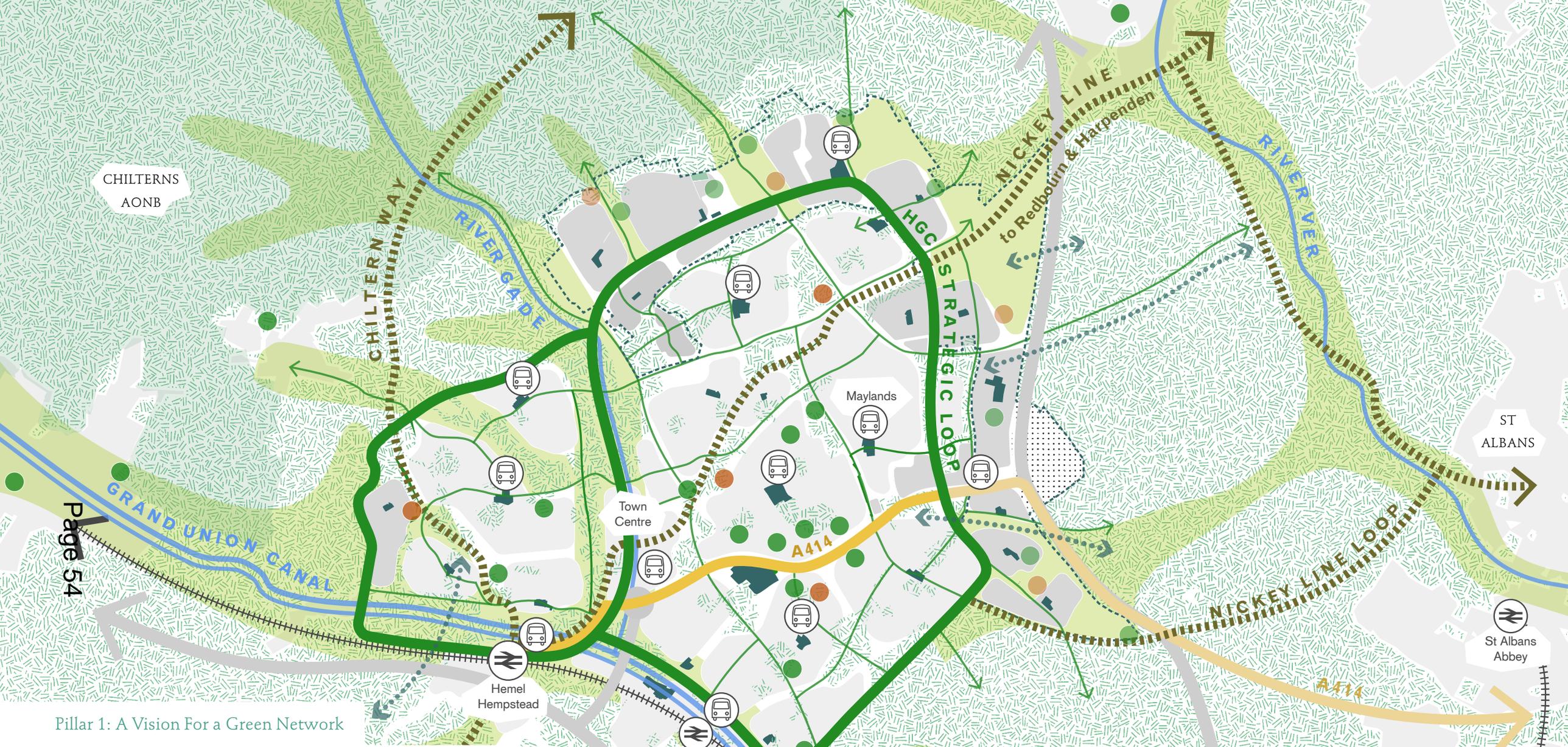
TCPA Principles

- 1 Land value capture for the benefit of the community.
- 2 Strong vision, leadership and community engagement.
- 3 Community ownership of land and long-term stewardship of assets.
- 4 Mixed-tenure homes and housing types that are genuinely affordable.
- 5 A wide range of local jobs in the Garden City within easy commuting distance of homes.
- 6 Beautifully and imaginatively designed homes with gardens, combining the best of town and country to create healthy communities, and including opportunities to grow food.
- 7 Development that enhances the natural environment, providing a comprehensive green infrastructure network and net biodiversity gains, and that uses zero-carbon and energy-positive technology to ensure climate resilience.
- 8 Strong cultural, recreational and shopping facilities in walkable, vibrant, sociable neighbourhoods.
- 9 Integrated and accessible transport systems, with walking, cycling and public transport designed to be the most attractive forms of local transport.

1. A GREEN NETWORK

The town's best natural asset is its abundance of green routes and spaces. These will be consolidated into a green network to support environmental sustainability and promote healthy communities through maximising opportunities for active, outdoor lifestyles. Green spaces in the valleys will be enhanced and extended to provide hilltop communities with access to leisure, and adapted to support biodiversity and climate resilience.

The green network will make active and sustainable travel accessible to everyone and connect local centres and key places to the countryside, the Chiltern Hills and wider destinations across Hertfordshire, transforming lifestyles through greater engagement with nature, reducing energy demand and making a significant contribution to achieving net zero carbon.



Pillar 1: A Vision For a Green Network

- Green space including parks, gardens, woodlands and open space
 - Green valley swathes
 - Strategic transport corridor
 - Sustainable transport corridor to Harlow
 - HGC Green Loop
 - Blue routes*
 - Strategic connections*
 - 🚗 Key Transport Interchanges
 - Local green connections
 - Adventure Playgrounds
 - Allotments
 - Ecological links
 - Land east of M1 is shown for future M1 J8 enhancements only, including ecological/biodiversity enhancements but no residential or employment development.
 - HGC New Development Areas
 - North and East Hemel Growth Areas
- * Linking with regional ecology corridors

CHILTERN
AONB

ST
ALBANS

St Albans
Abbey

Park
Street

How Wood

Bricket
Wood

Town
Centre

Maylands

Hemel
Hempstead

Apsley

Kings
Langley

GRAND UNION CANAL

CHILTERN WAY

RIVER GADE

RIVER BULBOURNE

HGC STRATEGIC LOOP

NICKEY LINE
to Redbourn & Harpenden

RIVER VER

NICKEY LINE LOOP

A414

A414

A41

A25

CONTEXT

The existing landscape character of the local area will be strengthened and Geoffrey Jellicoe's landscape-led New Town masterplan ambitions enhanced, with development placed away from green valley floors and on to the sides and tops of hills and higher ground. Neighbourhoods are richly integrated with green and blue spaces and a network of diverse but connected landscapes which provide desirable settings. As an exemplar of a green space, at Shrubhill Common one can move in a matter of moments from a manicured sports field with a play area, overlooked by family homes, into a woodland nature reserve that feels 'wild' and is home to a variety of wild flowers, on to an adventure playground and out to the countryside and Chiltern Way. The chalk stream rivers and the Grand Union Canal provide biodiverse routes lined with water.

KEY CHALLENGES

A variety of key challenges will need to be overcome as part of delivering a strong and connected green network, in support of the aim to achieve a significant change in sustainable transport behaviours and travel. Car dependency has also resulted in severance to the green network caused by major road and highway junctions including the M1, Plough Roundabout and A414, and traffic pollution resulting in areas of poor air quality. Stakeholder engagement including with transport providers is needed to deliver an effective transport plan and deliver the ambitions.



Shrubhill Common is an existing example of a green valley swathe in Hemel Hempstead that provides a good precedent for its scale, mix of types of green space and wider connectivity.



An existing green valley swathe in Hemel Hempstead. Photograph by @shu_teaches via #hemelchannel.



Multi-modal transport corridor in London with public and active transport prioritised



The 'Grown in Detroit' project links up private gardens and communal growing spaces into a network.



Gadebridge Park is a green valley swathe, seen here in a 1969 publication about Hemel Hempstead found by author John Grindrod.

FURTHER GUIDANCE

- Mayor of London: All London Green Grid
- NHS Healthy New Towns: Putting Health Into Place
- TCPA: Healthy Town Framework
- Hertfordshire Green Infrastructure Plan
- Herts and Middlesex Wildlife Trust: Hertfordshire State of Nature Report
- Construction Industry Research and Information Association (CIRIA): SuDS Manual
- AECOM: Water. People. Places.
- HGC Transformation Plan
- HGC Green Infrastructure Strategy
- Dacorum & St Albans Local Plans
- Transformation and Infrastructure Supplementary Planning Document (SPD)
- Dacorum & St Albans Strategic (Sites) Design Guide: Principles 3.4, 4.1, 4.3, 4.5, 4.7, 7, 8

Targets will be developed for further areas including biodiversity net gain, environmental quality.

SPATIAL PRINCIPLES

New development and transformational projects should contribute to the following spatial principles:

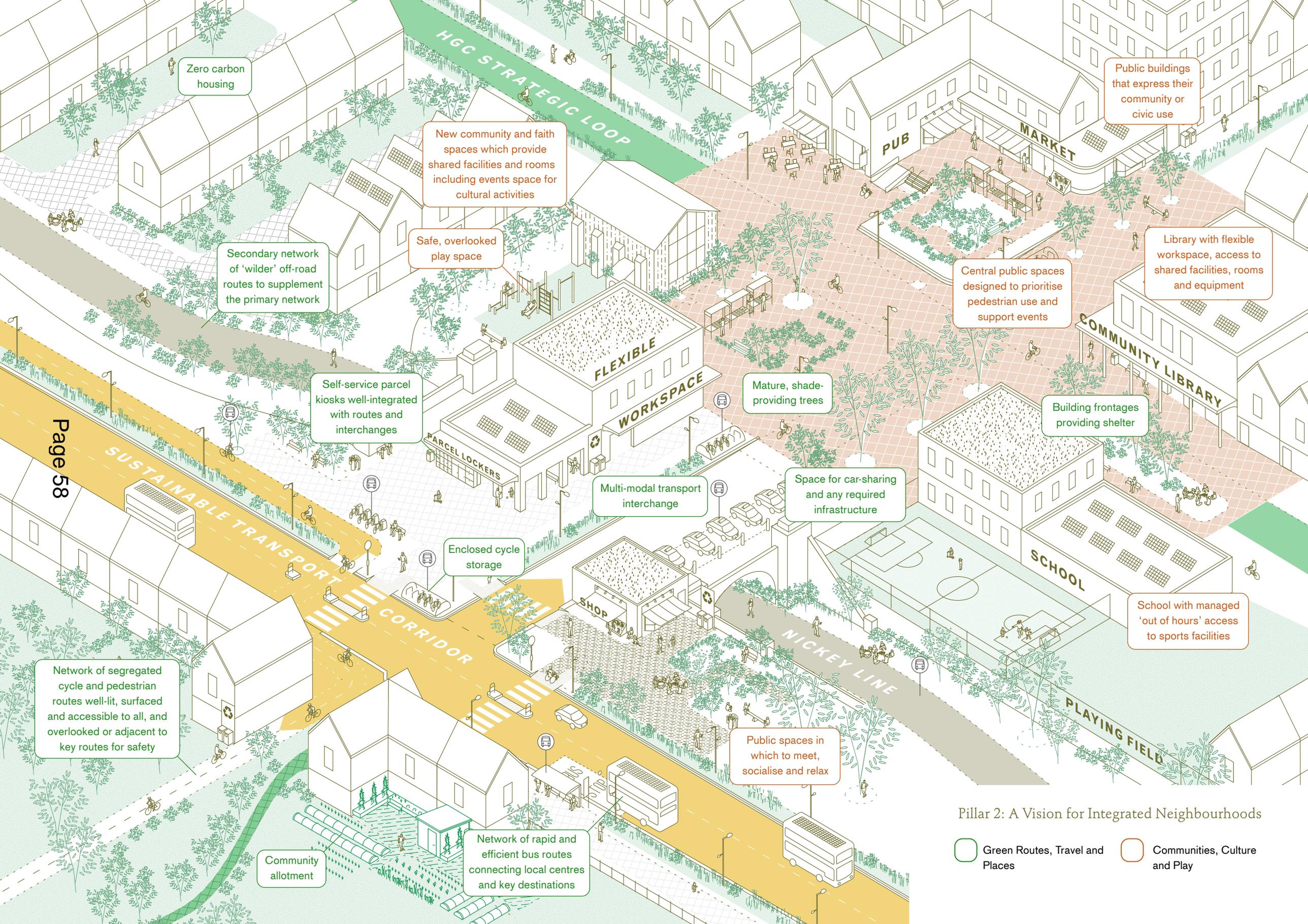
- 1.1 **Create a network of strategic and local green and blue routes** offering convenient connections between places and key locations within Hemel and beyond, connecting easily and legibly with public transport corridors and interchanges. The network will be formed by making new routes, and celebrating, enhancing and integrating existing routes such as the Nickey Line and Grand Union towpath.
- 1.2 **Build a strong green network to serve multiple users and functions** including commuter travel, school travel, and a network for leisure, replacing the private vehicle for short trips. The network will offer a choice of good quality, accessible, signposted routes, and integrated with sports and play equipment. Dedicated leisure and health routes will also be created.
- Create, protect and enhance new 'green swathes'** in the valleys between neighbourhoods to help ensure natural drainage, carbon sequestration and to reduce the heat island effect, as well as providing residents with easy access to high quality local parkland and a rich variety of types of green space, including substantial areas of tree cover.
- 1.4 **1.4 Support and encourage community stewardship of places** within the green network, such as through initiating agreements for community management and maintenance or by supporting local groups and initiatives.
> Pillar 4: Engaged Communities
- 1.5 **Increase biodiversity and retain, enhance and extend existing habitats.** In particular, grasslands, the chalk streams framed by chalk valleys, the southern 'dip slope' of the Chilterns, hedgerows and woodlands and their associated wildlife including protected species such as badgers, bats and great crested newts. > Dacorum & St Albans Strategic (Sites) Design Guide: 8.2

- 1.6 **Enable wildlife movement** through the green network, especially the river valleys and links to Ashridge, cross-Hertfordshire and cross-Buckinghamshire west/east migratory routes that are currently severed by transport arteries like the M1 and A414, and local ecological routes linking the town to the surrounding countryside. Ecological permeability should be built into new development. > Dacorum and St Albans Green Infrastructure Plans
- 1.7 **Create and maintain rich, wide and well-connected biodiverse buffers** to reduce air and noise pollution, including along transport routes such as the M1.
- 1.8 **Make the green network accessible to all** by creating routes and places that are safe and make it easier to navigate Hemel's undulating topography on foot or using personal mobility and cater for a full range of accessibility requirements.
- 1.9 **Create sustainable urban drainage systems (SuDS)** for water management, landscape design and placemaking. SuDS should bring water into residents' daily lives, for example by running alongside a linear pedestrian route, whilst forming part of a wider strategy for flood risk mitigation and facilitating a sustainable water cycle. > Dacorum & St Albans Strategic (Sites) Design Guide 8.3
- 1.10 **Extend and enrich Hemel's existing network of adventure playgrounds** to provide access to adventure play to all neighbourhoods.
> Dacorum & St Albans Strategic (Sites) Design Guide 3.4
- 1.11 **Extend the existing network of productive landscapes** including allotments and community orchards, to serve all neighbourhoods and reflect the wider area's rich tradition of agriculture. Community-led initiatives and those which draw on the green technology specialism of the Green Triangle and Herts IQ, with a circular economy approach towards food, should be encouraged. > Pillar 3: A Self-sustaining Economy

2. INTEGRATED NEIGHBOURHOODS

Hemel Garden Communities will be made up of a series of neighbourhoods, each with a distinct identity drawing on nearby heritage and landscape, cultural and architectural cues, developed to exemplar design and sustainability standards, and carefully integrated and connected to each other physically and socially.

Neighbourhoods will be centred upon lively, well-designed local centres serving a walkable residential area. These local centres will provide opportunities for social interaction and events, access to open space and play and a variety of services, shops and facilities that prioritises active and sustainable travel modes, maximising the physical and mental wellbeing of all members of the community.



Zero carbon housing

New community and faith spaces which provide shared facilities and rooms including events space for cultural activities

Secondary network of 'wilder' off-road routes to supplement the primary network

Safe, overlooked play space

Central public spaces designed to prioritise pedestrian use and support events

Public buildings that express their community or civic use

Library with flexible workspace, access to shared facilities, rooms and equipment

Self-service parcel kiosks well-integrated with routes and interchanges

Mature, shade-providing trees

Building frontages providing shelter

Page 58

Multi-modal transport interchange

Space for car-sharing and any required infrastructure

Enclosed cycle storage

School with managed 'out of hours' access to sports facilities

Network of segregated cycle and pedestrian routes well-lit, surfaced and accessible to all, and overlooked or adjacent to key routes for safety

Public spaces in which to meet, socialise and relax

Community allotment

Network of rapid and efficient bus routes connecting local centres and key destinations

Pillar 2: A Vision for Integrated Neighbourhoods

- Green Routes, Travel and Places
- Communities, Culture and Play

CONTEXT

Hemel Hempstead's New Town masterplan aimed to create a series of neighbourhoods with strong individual characters, and used swathes of green landscaping in the valleys to make clear distinctions between neighbourhoods and to connect them. Accordingly, neighbourhoods and their local centres are often found on hills or high ground. This principle will be followed in the design of new neighbourhoods as a way of strengthening Hemel Hempstead's identity and delivering a series of integrated 'garden communities'. It will also be important to maintain separation and distinction between HGC and neighbouring settlements, for example Redbourn and Harpenden, and masterplanning will need to ensure that positive relationships with these settlements are maintained or created.

The majority of people who live in Hemel Hempstead work locally; this self-sufficiency will be further supported, with new and strengthened neighbourhood-level facilities and amenities making it easy to work and access services locally, whilst maintaining good connections to London and nearby settlements. Strong digital connectivity across HGC will be essential to this.

Local centres will be positioned to support local economic activity and town-wide connectivity, encourage active and sustainable travel from centres' residential catchments and between centres and other places in the town. Local centres will vary in scale across HGC. Some centres will be of a scale that provides a comprehensive range of facilities and services, and others will have a more local, basic range of facilities along with a 'specialism', such as food growing and gardening. Each centre should complement and contrast centres in close proximity, including those in nearby settlements, and provide opportunities for local-level employment and cultural space. > Pillar 4: Engaged Communities

KEY CHALLENGES

Although Hemel's neighbourhoods will be used as model for growing and regenerating the town, certain aspects of them will need to be significantly modified to meet twenty-first century challenges. The challenges to be met are tackling car dependency, responding to large portions of the housing stock aging at the same time, and diversifying local centres. Development of new neighbourhoods will also need to ensure that places and communities are integrated with each other and with established neighbourhoods.



The church of St. Stephen, Hemel Hempstead (1959) was designed such that it can be converted from church to community room simply by sliding a screen.



Magenta Court, Apsley, new social rent housing drawing on the area's canalside location and industrial heritage.



Maylands Infant & Junior Schools. Schools in HGC will be a strong part of their communities and offer managed 'out of hours' access to communities.



Marmalade Lane is a UK co-housing scheme notable for its provision of shared spaces and facilities, including shared gardens and a flexible 'common house' with a playroom, guest bedrooms, laundry facilities, meeting rooms, and a large hall and kitchen.

FURTHER GUIDANCE

- CoMoUK: Mobility Hubs Guidance
- CBRE Research: Multigenerational Housing
- Design Council: Inclusive Environments
- The National Custom and Self Build Association
- Helen Hamlyn Centre for Design (Royal College of Art): Designing With People
- Design Og Arkitektur (DoGA): Innovating With People
- UNICEF: Child Friendly Cities
- Greater London Authority: Making London Child Friendly
- ITP: HGC Interim Transport Strategy
- Dacorum & St Albans Strategic (Sites) Design Guide (SDG): 1 A Distinctive Place, 2 A Compact Place, 3 A Place for All, and principles 4.1, 4.2, 5.1, 5.3
- Public Health England: Spatial Planning Evidence Review
- Herts County Council: Health & Wellbeing Planning Guidance & Health Impact Assessments

SPATIAL PRINCIPLES

New development and transformational projects should contribute to the following spatial principles:

2.1 **Create new neighbourhoods and grow existing ones on hilltops and higher ground** following the established development pattern of the town and using lower ground and green routes to support the > Green Network.

2.2 **Establish and reinforce walkable relationships** between housing, community facilities and the wider > Green Network. Examples of this approach include:

- Providing safe, overlooked pedestrian routes from housing to nearby parks without needing to cross a road
- Community facilities such as allotments or community halls situated within housing blocks, overlooked by dwellings
- Providing smaller 'pocket' green spaces that provide amenities such as growing space or informal play.

Support vibrant, accessible local centres that:

- Directly connect into the green active and sustainable travel network
- Serve a walkable, 360 degree residential catchment area
- Provide public transport interchanges that are attractive, integrated public spaces
- Contrast but complement other local centres in close proximity in types of use, function, design and scale
- Have a strong civic and social character and the amenities, shops, services and facilities to meet local community needs
- Support start-ups and remote working hubs open to the local community
- Include opportunities for showcasing activities within built facilities and events spaces
- Include schools with managed out of hours use, especially for sports facilities, through community use agreements built around the needs of the individual school
- Respond to emerging trends in home working and promote the sharing economy with provision of common and shared facilities
- Support adaptability to changing service, employment, retail and transport requirements.

2.4 **Create neighbourhoods that are distinct from each other** by:

- Developing distinct architectural and urban forms and languages that respond to local context
- Providing each with a distinctive 'offer', such as facilities for a local sports club or association, a specific kind of productive landscape, or a particular housing delivery model
- Engaging directly with local communities and following the principles of Inclusive Design such that local need is served
- Supporting local-level cultural, community and enterprise initiatives through strategies, promotion and events, or by brokering sharing of facilities and amenities, to support community food growing, skill-sharing and development, and vulnerable groups.

2.5 **Create intergenerational and inclusive neighbourhoods** by:

- Providing public spaces, facilities and homes which are designed to be child-friendly, accessible and welcoming to the full range of potential users Supporting a diversity of housing delivery and ownership models, including self-build and custom-build models, affordable housing which is integrated with other tenures and housing types and includes accessible homes, and housing specifically designed for older people and those with disabilities, co-housing, and self- and custom-build homes, potentially provided as serviced plots
- Building local-level community infrastructure with and for the communities it will serve, using participatory models and with funding in place to support community groups and individuals through the process, and create approaches that give communities the opportunity to take ownership of engagement and toward long-term local stewardship.
> Dacorum & St Albans Strategic (Sites) Design Guide: 3.1, 6.1

2.6 **Create energy-efficient neighbourhoods and homes** with sustainable energy infrastructure, such as heating and power generation and storage, in particular initiatives which hold an opportunity for community leadership or stewardship. Developments should aim to be carbon neutral, and should be future-proofed to adapt to changing energy technologies.

3. A SELF- SUSTAINING ECONOMY

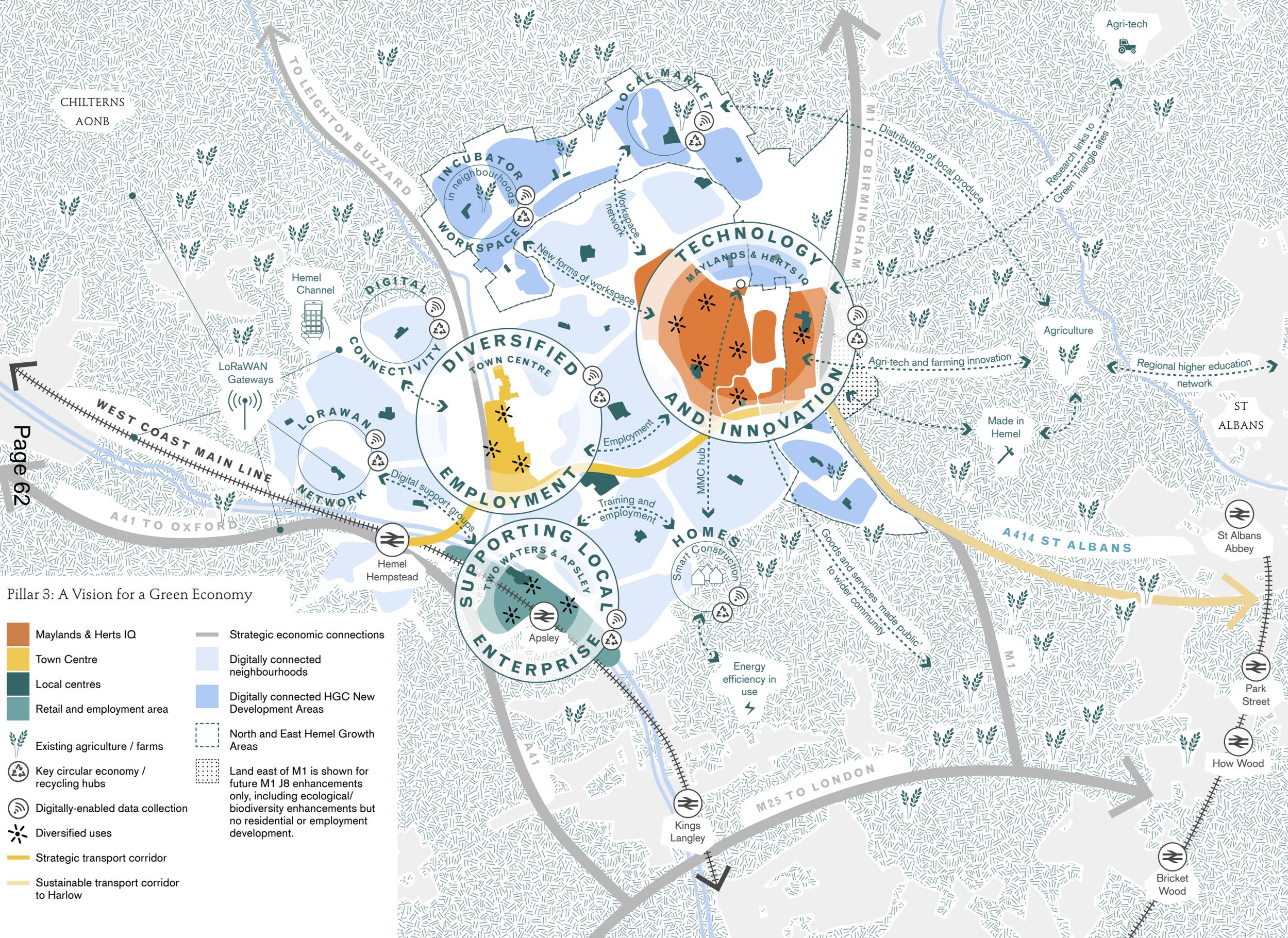
Hemel Garden Communities will be an exemplar self-sustaining green economy. The employment offer anchored by Maylands Business Park with 650 businesses and 20,000 employees will be further diversified with the development of Herts IQ. It will also further diversify with additional employment opportunities in local centres, digitally-enabled homeworking and service provision, community based working spaces and facilities to support new enterprises. Herts IQ will bring companies collaborating in innovation in built environment technologies together on a campus, with a focus on agricultural and construction sectors, and research and development supported by the Green Triangle, a partnership aiming to establish Hertfordshire as a centre of excellence in green technology.

Existing local centres, retail parks and other employment areas will support new technologies to enable employment innovation and diversification.

HGC's improved sustainable transport connections will also enable wider regional economic activity in London, Hertfordshire, nearby towns and wider growth corridors including the Oxford-Cambridge Arc. Innovation in sustainability, circular economy principles, digital connectivity and open data networks will be key employment drivers in Hemel Garden Communities and provide a strong theme for the economic identity of the town.

Pillar 3: A Vision for a Green Economy

- Maylands & Herts IQ
- Town Centre
- Local centres
- Retail and employment area
- North and East Hemel Growth Areas
- Land east of M1 is shown for future M1 J8 enhancements only, including ecological/biodiversity enhancements but no residential or employment development.
- Strategic economic connections
- Digitally connected neighbourhoods
- Digitally connected HGC New Development Areas
- Existing agriculture / farms
- Key circular economy / recycling hubs
- Digitally-enabled data collection
- Diversified uses
- Strategic transport corridor
- Sustainable transport corridor to Harlow



CHILTERNS AONB

Hemel Channel

LoRaWAN Gateways

WEST COAST MAIN LINE

A41 TO OXFORD

DIGITAL CONNECTIVITY

LORAWAN NETWORK

DIVERSIFIED EMPLOYMENT

SUPPORTING LOCAL ENTERPRISE

TWO WATERS & APSLEY

Hemel Hempstead

A41

Kings Langley

M25 TO LONDON

LOCAL MARKET

INCUBATOR WORKSPACE

TECHNOLOGY AND INNOVATION

MAYLANDS & HERTS IQ

TOWN CENTRE

HOMES

M1 TO BIRMINGHAM

Agri-tech and farming innovation

Made in Hemel

A414 ST ALBANS

Distribution of local produce

Research links to Green Triangle sites

Agriculture

Regional higher education network

ST ALBANS

St Albans Abbey

Park Street

How Wood

Bricket Wood

Agri-tech

CONTEXT

Hemel's New Town legacy is a high degree of economic self-sufficiency, where diverse employment opportunities integrated with residential neighbourhoods enable the majority of residents to work within the town. The town's most significant employment area, Maylands, is home to high tech engineering companies, Research and Development businesses and a growing logistics sector. Herts IQ, the county's Enterprise Zone, is building a cluster of smart construction and agri-tech businesses that will provide an additional 8,000 jobs for the local community, on seven sites in the area, including a 55 hectare site to the east of Maylands. This and other significant employment areas will consolidate the diversity of local enterprises and provide high skilled job opportunities, and will function as neighbourhoods, with their own local centres and strong connections to the wider HGC. Further job opportunities will be generated in and around new local centres through the provision of community facilities, services and shops and supporting local business and social enterprises. HGC's digital connectivity and open data networks will play a key role in its economic development as well as contributing to achieving net zero carbon, climate resilience and modal shift across the town and wider area. HGC will create a circular economy, localise supply chains, respond to changes in how people live, work and shop, and meet the health and wellbeing challenges of the 21st century.

Hemel town centre is well-used for leisure and socialising purposes with play-on-the-way activities for young families, and parks & gardens at key locations. Its retail and leisure offer is well-placed to respond to changing retail trends and offers further opportunities to diversify the town centre with a variety of workspaces, distinctive cultural offer > Pillar 4: Engaged Communities and local business showcasing > Pillar 2: Integrated Neighbourhoods.

FURTHER GUIDANCE

- Mayor of London: Circular Economy Primer
- Ellen MacArthur Foundation: Circular Economy in Detail
- We Made That: Industrial Intensification and Co-Location Study
- UK Green Buildings Council: Resources
- Centre for Alternative Technology: Zero Carbon Britain
- Dacorum & St Albans Strategic (Sites) Design Guide (SDG): Employment Uses Guidance and Design Principles 4.4, 4.7, 5.3, 5.10, 7.5, 8, 9.



Hemel Food Garden offers training and employment for people with learning disabilities within a social enterprise setting, and sells fresh local produce via a shop and cafe.



Gloucester Services offers road users an engagement with locally-produced food in an innovative, highly efficient building with a strong relationship to landscape.



Maylands Business Centre in Hemel provides hot-desking and small-scale office and industrial units plus a business development programme and networking spaces.



Blackhorse Workshop is London's first public workshop, for making, mending and learning.

KEY CHALLENGES

Key challenges to be met are promoting economic activity which contributes to achieving net zero carbon targets and which follows sustainable, circular economy principles as well as contributing to public value and placemaking. This will require changes to the urban fabric, including retrofitting existing buildings to improve their performance and reimagining and repurposing large-scale industrial buildings. A green economy requires new systems to link local land management, produce and wider environments to communities. New housing and employment development will need to be future-proofed to adapt to changing technologies and working practices. Upskilling and training can help ensure that Hemel's communities benefit from the self-sustaining economy, requiring partnership working with education providers and employers. > Strategic Design Guide: Part 2 SDG4.4, Part 3 Employment Uses Guidance

SPATIAL PRINCIPLES

New development and transformational projects should contribute to the following spatial principles:

3.1

Support a circular and inclusive economy by:

- Maximising the use of local supply chains
- Supporting local enterprises, skills providers and initiatives that will bring investment back to HGC and the surrounding area, or which bring forward forms of stewardship over the town's assets and spaces
- Maximising use of low carbon and recycled materials, including supporting businesses which can demonstrate low carbon processes
- Minimising waste and maximising its recycling potential.

3.2

Support and promote green technologies, particularly those which can be applied to developments within HGC. This includes modern methods of construction, including off-site manufacturing, and innovation in agriculture and food production or agri-tech.

3.3

Diversify the offer of employment areas in response to local need. For example, there is currently a strong need for further small (200-300m²) industrial and office spaces to provide 'move up' space for growing businesses in the area.

3.4

Create and enhance places to meet, socialise and connect within employment areas, performing a similar function to HGC's local centres. These should provide goods, services and spaces of leisure to working communities and nearby residents. Public space should be inclusive to all potential users, and prioritise the human scale, including the pedestrian experience of moving around, providing good outdoor spaces for lunch, breaks and informal interaction, access to nature, and good connectivity to the wider area. The highway network in such areas will be planned and/or modified and managed to enable access for goods vehicles while avoiding local centres and other sensitive street environments. > Pillar 1: A Green Network; > Dacorum & St Albans Strategic (Sites) Design Guide 4.0, 5.3

3.5

Diversify the town centre to include businesses and organisations that provide experiences, enterprise, sociability and access to culture, and which are active in the local economy. This might include the creation of temporary or occasional spaces and events to test market and local appetite, for example a 'local' market or 'pop-up' use in an existing retail unit, before moving on to more permanent interventions. This diversification should be accompanied by supporting and encouraging more traditional 'anchors' within the town centre.

3.6

Test new forms of office and networking spaces within neighbourhoods, local and town centres and employment areas. New typologies should be encouraged that provide the right degree of flexibility, communality and servicing. These new forms of workspace might be added to existing community facilities like libraries. > Pillar 2: Integrated Neighbourhoods

3.7

Create public value from less public-facing forms of enterprise such as distribution and fulfilment centres, and 'dark kitchens' (kitchens only providing for food delivery companies). This might include providing public amenities on-site (such as space for growing, sports equipment or small businesses) or off-site initiatives such as skills training, or using local supply chains.

3.8

Support and encourage businesses to showcase their activities to the public by making local products, services or associated activities visible to the public in creative ways. Showcasing can involve cultural commissions involving local artists and makers, and spaces, such as markets, ongoing support and promotion, and creation of networking and collaboration opportunities. Digital tools could play a vital role in this. > Pillar 4: Engaged Communities 4.2

4. ENGAGED COMMUNITIES

Hemel Garden Communities will connect and enrich the lives of Hemel's existing and new communities by providing welcoming, distinctive and attractive places, and by ensuring that communities are engaged in making them. The people of HGC will be engaged in development, in the transformation of the town, in their communities and in the wider region. Cultural activity, public art, knowledge exchange, enterprise, skill-sharing will all be involved in shaping and transforming the places of Hemel such that communities are engaged in the place now and in the long-term.

CONTEXT

Hemel Hempstead has a rich heritage and culture that has shaped the town and its communities. There is a tangible legacy of buildings and spaces that speak of the town's agricultural and market heritage, of its history of industrial waterways and paper manufacturing, and of course development during the New Town era. But Hemel's culture also includes language, religion, social habits, music, food and practices; it is the expression of the town's communities.

Local culture was supported by the New Town Development Corporation through public art initiatives, setting up neighbourhood councils and funding neighbourhood-level newspapers. Many cultural initiatives were also established by the communities themselves, some of which - such as the Local History Society - survive today and play an ongoing active role in the cultural life of the town. A recent restoration of the Jellicoe Water Gardens supported by the Friends of the Water Gardens has also proven the endurance of this community spirit.

In this tradition, cultural activity and engagement will be embedded in the development of Hemel Garden Communities from the start, enabling conversations which celebrate and explore Hemel Hempstead and feed into the development process, whilst producing excellent public art and local-level projects in advance of the completion of the new neighbourhoods. Creative commissions will celebrate and draw out local character, develop skills, relationships, connections and local capacities. They will assist in the formation of heritage and cultural organisations prepared to welcome the communities of the future.

Some themes that are likely to be significant include:

- Hemel Hempstead's industrial heritage, including associations with rivers and waterways, and its contemporary reputation for innovation in manufacturing and the 'green economy'
- Agriculture, allotments and productive landscapes
- The heritage of Hemel Hempstead as a Roman settlement, chartered market town and particularly its history as a New Town; part of an ambitious postwar development programme and a longer history of town planning stretching back to the Garden City Movement which was particularly impactful in Hertfordshire
- Hemel and the surrounding area's complex and varied natural landscapes.



Erith Lighthouse brought the diverse communities of Erith - and beyond - together in a single temporary building and a highly-curated programme of meals and events. The project aimed to build the capacity of local entrepreneurs and organisations.



Turf Projects provides gallery and workspace for artists, utilising what were vacant units in a town centre shopping mall.



Dacorum has a network of Friends Groups made up of local residents and other interested parties who dedicate their time and knowledge to work with the Council to improve their local park or open space.



City Club, a series of interventions commissioned by MK Gallery that revisit Milton Keynes' New Town heritage and which included a child-led walk through the city.

KEY CHALLENGES

Recapturing the 'New Town' spirit in today's fast-paced world, with global climate and biodiversity challenges and more limited public sector resourcing, will be a significant challenge. The process must define the themes that 'ring true' in terms of local identity and culture, whilst acknowledging and celebrating diversity, and promote the accessibility of culture and ensure that the full range of communities and demographics is reached.

FURTHER GUIDANCE

- Arts Council England: Arts and Place Shaping
- TCPA: Built Today, Treasured Tomorrow
- TCPA: I'd Love to Live There! Planning for Culture and the Arts.
- TCPA: Creating Successful New Communities Guide #9: Long-term Stewardship
- Milton Keynes City Discovery Centre: New Town Heritage Explorers
- Dacorum & St Albans Strategic (Sites) Design Guide (SDG): Principles 3.3, 4, 10

SPATIAL PRINCIPLES

New development and transformational projects should contribute to the following spatial principles:

- 4.1 **Support town-wide heritage and cultural organisations and events** especially those that are distinct to Hemel Hempstead and its surrounding areas, and which play a role in reaching the diverse communities of the place.
- 4.2 **Support the creation of new town-wide heritage or cultural programmes** for groups including local communities, businesses, community associations, sports clubs and vulnerable groups. For example, an annual 'Hemel Open' could each year celebrate the town by opening up factories, maker spaces and productive land to the public. > Pillar 3: A Self-sustaining Economy 3.8
- Support and promote heritage and cultural activities in the town centre.** This could draw on existing local initiatives and organisations, and include bringing underutilised spaces back into use, contributing to the diversification of the town centre.
- 4.4 **Provide space in buildings and public spaces for local-level heritage and cultural activities** within new and existing neighbourhoods to compliment the cultural offer of neighbouring local centres, the town centre, and neighbouring towns and cities. This could be provided through a mixture of multi-use community space and bespoke cultural facilities. > Pillar 2: Integrated Neighbourhoods
- 4.5 **Support neighbourhood-level heritage and cultural activities and networks among makers, cultural providers, and community associations**, giving them a role in shaping the development of Hemel Garden Communities and contributing to management and maintenance of spaces. Activity includes that provided by local organisations, societies, events, clubs and venues. > Pillar 3: A Self-sustaining Economy

- 4.6 **Build in cultural commissions which shape new development.** Where possible, cultural commissions could commence during the development as well as enrich the developed place, such as an artist residency within a place in advance of physical changes, with the ambition of work emerging from this period being tangible and present in the delivered projects and places.
- 4.7 **Deliver meaningful, early activation and temporary projects** to promote community engagement or test longer-term interventions, such as pop-up uses or a new public amenity in an underused location. This could include collaboration with local employers. For example, a 'Herts IQ Canteen' could open as a temporary intervention providing locally-grown food for workers and visitors or demonstrating locally-developed innovations.
- 4.8 **Enable long-term stewardship of spaces, places and assets** by community associations and local societies, and a wider network of interested individuals and groups. Support for this approach can take the form of innovative funding models, community capacity building, effective dialogue and creation of stewardship bodies.



Hemel Hempstead mural by Rowland Emett

APPROACH

The development of the Spatial Vision began by assessing Hemel Hempstead and the surrounding area's strengths, weaknesses, opportunities and threats. Key strengths and opportunities reinforced a priority focus for four areas of placemaking that also related strongly to the TCPA and Hemel Garden Communities Charter Principles.. The four areas provide the foundational > Four Pillars of the Spatial Vision giving a spatial expression to the already-established spirit of the HGC programme, whilst ensuring qualities that give it an identity are captured to form the basis for future development and transformation. Running through and supported by the Pillars are key themes of responding to the climate crisis, promoting food growing, and enhancing connectivity.

The Spatial Vision sits within a hierarchy of design guidance, most notably the Dacorum & St Albans Strategic (Sites) Design Guide, which sets out a design process and a rigorous series of design principles to guide strategic development throughout Dacorum and St Albans. The Spatial Vision provides further, locally-specific guidance to inform the design process and help delivery of those principles. Principles from the SDG which particularly align with the aims of the Pillars are linked throughout.

The Spatial Vision has been enriched and shaped through engagement work with the communities of Hemel and the wider area > Engagement. In turn, the Spatial Vision has been aligned with the HGC Programme and existing proposals but is also shaping emerging strategies, plans and policies. It will also provide a strong foundation for future proposals, particularly those that will emerge from the Transformation Plan which will help develop the transformation agenda for the town of Hemel Hempstead.

A series of maps and drawings have been produced to illustrate the vision, supported by best practise, local context, case studies, photography and indications of further guidance. These visuals show a concept interpretation of the built and green form with a range of indicative proposals, which represent the Spatial Vision.

In addition to the design team, an Expert Group made up of notable specialists in their fields was formed to provide input on key areas: transport, inclusive design, history, cultural commissioning, urban futures, Garden Cities, ecology and sustainability. Members of the Expert Group are listed at the end of the document.

SWOT Analysis

Strengths

- Abundance and variety of green routes and spaces
- Strong landscape character with green valley swathes
- Strong built character with development typically on higher ground
- Clear neighbourhood structure with local centres
- Good connections between housing and green spaces
- Large number of residents work locally
- Strong history of local-level community activity and organisation
- Established - and growing - reputation for green technologies, sustainable construction and agri-tech
- Lively town centre with people visiting for pleasure/leisure as well as to access retail
- Diverse cultural activity
- Rich heritage including agricultural, industrial heritage and 'New Town' heritage

Weaknesses

- Hilly environment has led to car dependency
- Lack of integration between neighbourhoods and key destinations
- Neighbourhoods 'all built at the same time' have led to housing stock aging at the same time
- Health inequalities and areas of poor air quality
- Some lack of awareness of existing cultural activities and initiatives amongst the wider public
- Some lack of space for community activity and culture, and for communities to meet and socialise

Opportunities

- Build upon existing green routes and spaces to create a strong, integrated green network
- Enrich and future-proof existing transport routes with sustainable transport routes and corridors
- Diversify uses within the town centre, employment areas, local centres and retail parks to increase their resilience, adaptability and skill diversity
- Enrich cultural activity
- Develop food growing networks and agri-tech as aligned programmes
- Maintain and enhance biodiversity, ensuring biodiversity net gain is achieved where biodiversity is affected by development
- Secure and enhance ecological corridors through and around HGC into the open countryside
- Diversify housing models and housing delivery to ensure adaptability
- Build on active communities to create strong participatory model of developing HGC, pioneering innovative and inclusive community engagement
- Establish better connections between existing initiatives, businesses and organisations, and build awareness
- Build on Herts IQ's Enterprise Zone status to enhance digital connectivity and innovation across HGC
- Declaration of Climate Emergency by Dacorum, St Albans and Hertfordshire Councils

Threats

- Severance issues caused by transport routes and development
- Cost of infrastructure to deliver effective sustainable movement routes
- Risk of 'blurring' of settlements between HGC and surrounding communities
- Challenge of achieving ambitious modal share target
- Overarching challenge of meeting net zero aspirations

Approach to Engagement

Engaging communities and stakeholders was carried out through close collaboration between HGC Programme Team and DK-CM. We developed new approaches to engagement to adapt to the COVID-19 pandemic, including 'virtual' meetings and events where feedback was captured on digital whiteboards. This approach will be carried forward as HGC develops, to complement engagement carried out by more traditional and in-person methods.

As an overarching engagement method, the team established the 'Hemel Channel', an Instagram-based social media channel, to enable the public to assist with understanding the place and to create a space where the future of HGC can be discussed and shared, and communities kept informed of future developments in the HGC Programme.

The Hemel Channel acted as a central communications platform to keep members of the public up to date with throughout a two-phase programme of engagement activities. The first phase engaged communities and stakeholders to gain a greater understanding the place, and the second phase enabled these groups to contribute to shaping the Spatial Vision in a hands-on way.



Hemel Channel



Engagement diagram. The Hemel Channel, Councillor Visioning Group and overall approach will continue in later phases of HGC development.

Phase 1. Understanding the Place

The project team engaged with a broad range of communities of Hemel Hempstead and the surrounding area to explore and characterise the place and to create a picture of the town generated by the people who live, work and play here. Activities included a series of competitions inviting entries from children and adults showcasing what they find special about Hemel and the surrounding area and how they image its future. The project team reached out to schools as part of this process, and held a live sketching session on Instagram. In parallel, the team held a series of 1:1 conversations with key stakeholders to understand their aspirations for the future of the area.

Phase 2. Shaping the Vision

The team held a series of events aimed at different groups, to allow the communities of Hemel and the surrounding area to influence the emerging Vision. The events comprised:

- An interactive session with the Dacorum Community Review Panel, to explore emerging themes and opportunities
- A 'virtual' Public Workshop, attended by 40 members of the public and key stakeholders, where the key Pillars and themes of the Vision were explored and reworked
- A Councillor Visioning Group, including Councillors from Dacorum, St Albans and Hertfordshire County Council, was convened to input into the Vision and its Pillars.

> Appendix 1: Engagement Findings

DELIVERY

Partnership working

The Hemel Garden Communities partners include Dacorum Borough Council, St Albans City and District Council, Hertfordshire County Council, Hertfordshire Local Enterprise Partnership (LEP). The three Authorities and the LEP have agreed a strategic approach to the programme through a Memorandum of Understanding and work collaboratively with The Crown Estate, a significant stakeholder and major landowner.

The stakeholders listed above played an active role in shaping the Spatial Vision, and strong collaboration between them will ensure that the Spatial Vision principles are achieved as the programme is developed and delivered.

Phased delivery

The HGC area and supported programme covers development and transformation proposals for Hemel Hempstead, including proposed new growth areas and wider transport routes. The main catalyst for transformation of the wider town and its connections is defined as North and East of Hemel Hempstead Growth Areas, where East of Hemel Hempstead is in St. Albans district and includes the delivery of Herts IQ. All other development proposed for Hemel Garden Communities within Dacorum’s future Local Plan will also support and shape the transformation agenda.

These proposals include a range of sites, some of which have been allocated in the adopted Local Plan whilst others will be allocated in emerging or future Local Plans or are simply windfall. The new development will be delivered in phases via the development management process, with the HGC Programme partners working collaboratively and putting in place the appropriate legal mechanisms to ensure that each phase contributes towards the Spatial Vision’s aspirations for the quality of new growth and the transformation and connectedness of the existing town. The status of the Spatial Vision is consolidated through the Authorities’ emerging and future Local Plan policies and the joint Dacorum and St Albans Strategic (Sites) Design Guide.

Funding

The partners and The Crown Estate are dedicating resources to planning Hemel Garden Communities. The Authorities are also working with Government to secure further funding to support the programme and delivery of the required infrastructure.

The Programme will be seeking additional funding from other landowners and developers to support programme and delivery costs, including developer contributions.

Further studies and supporting work

The HGC Programme is undertaking further studies and work to support the delivery of Hemel Garden Communities. This includes:

- Transformation Plan
- Transport Plan
- Programme Delivery Plan
- Infrastructure Delivery Plan
- Drawing on best practice through participation in the Government’s Garden Communities programme, which provides support from Homes England and enables the partners to share ideas with and learn from Town and Country Planning Association guidance and support, and other garden communities being planned across the UK.
- Collaborative work with neighbouring Garden Towns including Aylesbury and Harlow and Gilston
- Collaborating with wider authority teams and the partners on crossover themes such as the Climate crisis response and food growing

The following pages identify specific items required to support the delivery of the four Spatial Vision Pillars. The authorities and HGC Programme Team will work with the developers to ensure these studies, strategies and proposals are delivered.

Pillar 1: A Green Network

- Green Infrastructure strategy - equivalent to All London Green Grid 'shades of green space' with consideration to their ecological, environmental, sports and leisure and other functions (In progress).
- Transport Plan (In progress), identifying physical interventions and methods to support behaviour change in a shift to sustainable modes, and including health and wellbeing and air quality objectives.
- Ecological and biodiversity gain strategy, to include ecological assessment and a plan for ecosystem resilience and adaptation, and enhancing ecological movement through and across HGC, in the face of a changing climate.
- Sustainable agriculture and food growing strategy, including seeking to promote understanding of and engagement with nature amongst communities.
- A holistic strategy for water management and mitigating flood risk, facilitating a sustainable water cycle.
- Integrate NHS Healthy New Towns principles in proposals.
- Autonomous logistics and delivery service strategy, including supporting development of the underpinning technology and a pilot project.
- Local Walking and Cycling Plan.

• Pillar 2: Integrated Neighbourhoods

- Character study for 'local distinctiveness' within Hemel Hempstead to inform the design of new neighbourhoods (In progress; Dacorum Detailed Design Guide).
- Energy strategy to support net zero carbon, energy efficient new buildings, and retrofitting of existing buildings, and delivery of solar bulk buy scheme.
- Develop a community engagement and participation methodology that embeds inclusive design processes and supports local-level community voices based on inclusive design principles of Continuity, Ownership, Legacy and Trust, includes early activation projects and builds towards community stewardship and ownership of places and organisations.
- Circular economy and sustainable construction strategy (zero waste, adaptability, longevity, reuse and recycle).
- Local centres study to understand a locally-specific approach to scale and geographic location.
- Approach to improve health and wellbeing and tackle health inequalities within communities, aligned with Dacorum and St Albans emerging Local Plans and Hertfordshire County Council guidance and strategies, to be integrated throughout other strategic studies for HGC Programme.

Pillar 3. A Self-sustaining Economy:

- Economic strategy building on the principles of the circular economy (designing out waste and pollution, keeping products and materials in use, and regenerating natural systems), This should include strategies for reuse of existing building fabric, for low-carbon development and production, for sharing and distributing resources, and to support local economies and supply chains, including co-operative ownership models of common assets.
- Workspace emerging trends study and response strategy, exploring topics including: future of high streets and Hemel's town centre, new types of business and social activity, reinforcing the diversity of HGC's economy, COVID impacts and emerging trends in workplace provision.
- Digital connectivity strategy and proposal for a LoRaWAN (Long range low-power wide-area network) delivery.
- 'Made in Hemel' - a rigorous study into industries, manufacturers, crafts and makers in the wider HGC area to support the creation of local supply chains.

Pillar 4: Engaged Communities

- Engaged Communities Strategy to:
 - build a fresh understanding of existing and emerging heritage and cultural activity.
 - plan for future needs in response to the development and transformation agenda.
 - build local and community capacity.
 - embed a strategic approach to culture aligned with development timescales, to support and critique the transformation and to enable the results of commissions can be appropriately integrated with final developments.
- Developer/landowner statements setting out their approach for engaged communities.
- Develop site-by-site arts strategies that respond to the wider principles and make a contribution to community capacity-building and stewardship.



APPENDIX 1: ENGAGEMENT FINDINGS

As summarised in > Approach, engagement activity was in two phases. A summary of the conversations held during the second phase is included below. For time reasons some questions were only asked of the smaller, more focused CRP group, and this is noted in the text. For ease of reading the summary is broken down by the themes that emerged from these sessions and which now structure the Spatial Vision. References are provided that connect these community-generated ideas to the principles of the Spatial Vision, to make clear how the vision has developed directly from these conversations.

1: A Green Network

What are the important green/blue routes, and spaces, in and around the town? What do you use them for?

Many existing green routes are seen as important in the town and understood as an important network of Rights of Way, whether providing routes for commuting or for leisure. It was noted that the maintenance and character of some of the routes, together with some critical 'breaks' such as along the Nickey Line, makes them currently more popular for leisure uses than commuting, though this view was not universal. > 1.1, 1.2, 1.3

Routes that connect Hemel Hempstead up to neighbouring settlements are considered particularly vital, such as providing an easy way of accessing neighbouring train stations without needing to drive. > 1.1, 1.2, 1.3

There is a strong desire for improvements to promote greater use of the Grand Union Canal, particularly as it allows off-road access to Berkhamsted and Kings Langley. > 1.1

Some paths, such as along the River Gade, have seen significant increases in use during the Covid-19 pandemic, and this increased usage is seen as a positive, showing the need for these spaces in daily life. > 1.1, 1.2, 1.8

Beyond connectivity, there is support for a growth in the amount of allotment and growing space in the town's green spaces, and a recognition that properties without gardens have a particularly strong need for

rich, diverse public open space. There should be better and increased connections between local centres and green spaces, both within and beyond the town. > 1.1, 1.2, 1.11

There is widespread support for a green network that promotes biodiversity. People recognise that a single thin thread or hedgerow is not enough to become a real habitat or route and also that 'not all green spaces are biodiverse', with calls for clear distinctions between spaces for play, for example, and places that prioritise wildlife habitats, though sometimes these things overlap to the benefit of both too. > 1.5, 1.6, 1.7

What's needed to make a green/blue route better and encourage more use? What are the current barriers to using them?

What are the current barriers to replacing the car with other forms of mobility?

There is broad recognition that different users of routes can come into conflict and this can limit use, for example cyclists and pedestrians, and that paths need to be carefully designed to manage the needs of different users, including for equestrian users, tricycles and cargo bikes. Ideas for avoiding unusable muddy paths - without too many hard surfaces - were discussed. Generally, not all paths need to be the same, and Hemel has space for 'off-road' paths that feel quite remote but also lit, hard routes close to existing roads and pavements. > 1.8

It is generally recognised that the landscape and topography of Hemel Hempstead - which is very undulating in places - is a barrier to more cycling. Green networks should be designed to respond positively to this, such as through creating paths that minimise steep inclines, and by providing infrastructure and/or services for e-bikes and e-scooters, powered forms of personal mobility that have recently seen strong growth, widening the number of people that can use bikes and scooters for daily journeys. > 1.8

Seating is understood as part of mobility, providing a place to rest as part of a journey. > 1.8

The road network is understood as a barrier to wider use of walking, cycling and other forms of sustainable personal mobility, both in terms of its presence dominating existing off-road notes (for example, how to navigate around a car-dominated roundabout) and because the car is seen as a convenient means of travel that prevents wider adoption of other means. Traffic calming measures, tighter speed restrictions and a layout that prioritises pedestrian and bicycle movement over private vehicles are seen as potential solutions. > 1.2, 1.8, 2.2

There is a need for richer and more diverse greenery along existing routes, with attendees recognising that wildflower meadows, hedgerows and wild areas are good in terms of maintenance and limits the potential of litter to 'spoil' a place. > 1.5, 1.6

The integration of water conservation measures, flood mitigation and swales in green spaces was discussed. > 1.9

Good maintenance and better promotion of existing and new routes are both seen as vital. > 1.2, 1.4

**What forms of personal mobility are best suited to Hemel Hempstead?
What do people already use?**

Whilst there is a vibrant communities of walkers and cyclists in Hemel Hempstead, it is generally thought that the growing trend toward e-bikes and e-scooters will be particularly impactful in this town thanks to its undulating topography. Such innovative means of personal mobility should be encouraged and supported, and infrastructure such as charging points, secure overlooked parking, etc., should be provided. Bicycle hire schemes are also considered a good idea. > 2, Delivery

Security around bikes and similar vehicles is a key concern, and users recognise that this is not simply a question of good quality security measures, such as racks, but is also overwhelmingly about choosing the right busy and overlooked places to situate this equipment. > 2

Pillar 2: Integrated neighbourhoods

**What is distinctive about the existing neighbourhoods of Hemel?
What are your favourite neighbourhoods or local centres in Hemel Hempstead and what do you like about them?**

A number of features are seen as distinctive, such as the neighbourhoods' relation to green space, walkability, human scale, and the presence of allotments. It is felt that some recent developments in the town have lost this human scale, and often do not provide the same connections to green space of older neighbourhoods, and that these are issues for future development to overcome. >1.3, 2.1, 2.2

It is felt that some neighbourhoods are a little similar to each other, particularly the various 'New Town' era neighbourhoods, and that more could be done to promote distinctiveness and difference, including orientation and more 'distinctive' or particular community facilities. > 2.4

It is widely understood that a distinctive positive quality of Hemel Hempstead's neighbourhoods is the significant areas of green space that often sit between them, also the smaller and more incidental green spaces between homes. Part of the valuing of these places is the potential for play that they provide, and also the fact that so many of the green spaces accessible to Hemel Hempstead's neighbourhoods are local nature reserves with an abundance of wildlife, such as Long Deans, Shrub Hill Common and Halsey Fields. 1.3, 1.10, 2.1, 2.2

Boxmoor, with a wide range of independent shops, relation to green space (including pubs & restaurants that also face that green space) is a popular local centre. The Boxmoor Trust that manages the open spaces nearby is a real asset to that place.

What local-level facilities are relied upon in Hemel Hempstead? (CRP only)

Hemel Hempstead's former arts centre is missed, but equally there were calls for more local-level facilities and amenities to support culture more broadly, with space for community groups, sports teams, theatre companies etc., and 'multi-functional' space generally, considered vitally important. > 2.3, 2.5, 3.5, 4

Good access to these facilities, including easy booking, is considered very important.

It is understood that there are many schools in Hemel Hempstead's neighbourhoods and these are often closely related to local centres. It is felt that the facilities at these schools could be more widely used by the community outside of school hours. > 2, 2.3, 2.5

Initiatives like Sunnyside Rural Trust and DENS, the latter of which provides a 'first port of call' for people facing poverty, homelessness and social exclusion are strongly valued.

How should transport interchanges look and feel?

It is felt that, as people spend a lot of time at transport interchanges, they should be better integrated with their context and with local centres. Facilities should be provided to help 'pass the time' and routes and directions should be clearer. > 2.2, 2.3

Interchanges with a strong relation to another programme, such as the former bus interchange next to Hemel Hempstead's market square, are considered particularly good examples.

Places like bus stops need thought, care and love in their design. > 2

Pillar 3: A Self-sustaining Economy

What facilities do you need for a successful and sustainable workplace?

There is widespread understanding that workplaces and workspace should become more flexible and take into account new patterns of working, home working, resource sharing etc., and that this might benefit local centres and indeed the town centre. Current trends may also see local and small businesses becoming better integrated into communities, rather than congregating in commercial areas or the town centre, and this should be welcomed and encouraged, particularly to help local centres to thrive. > 3.1, 3.3, 3.4, 3.5, 3.6, 3.8, 4.2

For Maylands to thrive in the context of these trends it is felt that it needs to diversify its offer even further, provide some public and social facilities - building on some good existing cafes - and ensure good public transport links. Croxley Green is noted as a good, well-designed local business park. > 3.4

Companies based and working in Hemel Garden Communities should offer something back to the communities in which they work, including training and support for local initiatives. > 3.1, 3.8

There was widespread support for a focus on a 'green' economy and the idea of Hemel as a leader in this area, particularly in terms of 'celebrating and supporting the local' and local supply chains. Innovation in vegetable-based plastics and biodegradable materials was discussed, as were smart construction and agri-tech as things to encourage. It was considered vital that all such initiatives should have local relevance and see local benefits. > 3.1, 3.2

How could local businesses and employment areas be more sustainable?

A balance between large and small firms is seen as a good thing, for reasons of diversity and a good mix. We should be thinking of businesses and institutions in Hemel Hempstead 'like an ecosystem'. > 3.3, 3.5, 3.6

People felt that 'good' local green businesses should be celebrated and rewarded for their efforts, and their products promoted in this way. Could there be a local award for excellence in the green economy? Similarly, it is felt that many local people are not aware of organisations like Herts IQ and these things should be more widely known. > 3.8, 4.2

Businesses should engage in investing in skills and training locally in order to improve their own sustainability and invest in their future workforces, as well as working to improve employment equality and access to jobs. > 3.1, 3.6, 3.7

Members of the CRP group were particularly keen that themes of rewilding, veganic food production, zero-carbon technologies and innovation in construction generally should become tangible themes associated with Hemel Hempstead. The town should be a hub for sustainable innovation.

Pillar 4: Engaged Communities

What is the best art, community event or performance that is in or happened in Hemel? (CRP)

Music and street theatre were prominent in people's minds, as well as performances by local choir groups and memories of 'big names' at the former arts centre.

The Water Gardens were noted by several people as a key piece of 'art' in the town, as they are widely loved and understood as a notable piece of garden design and landscape architecture.

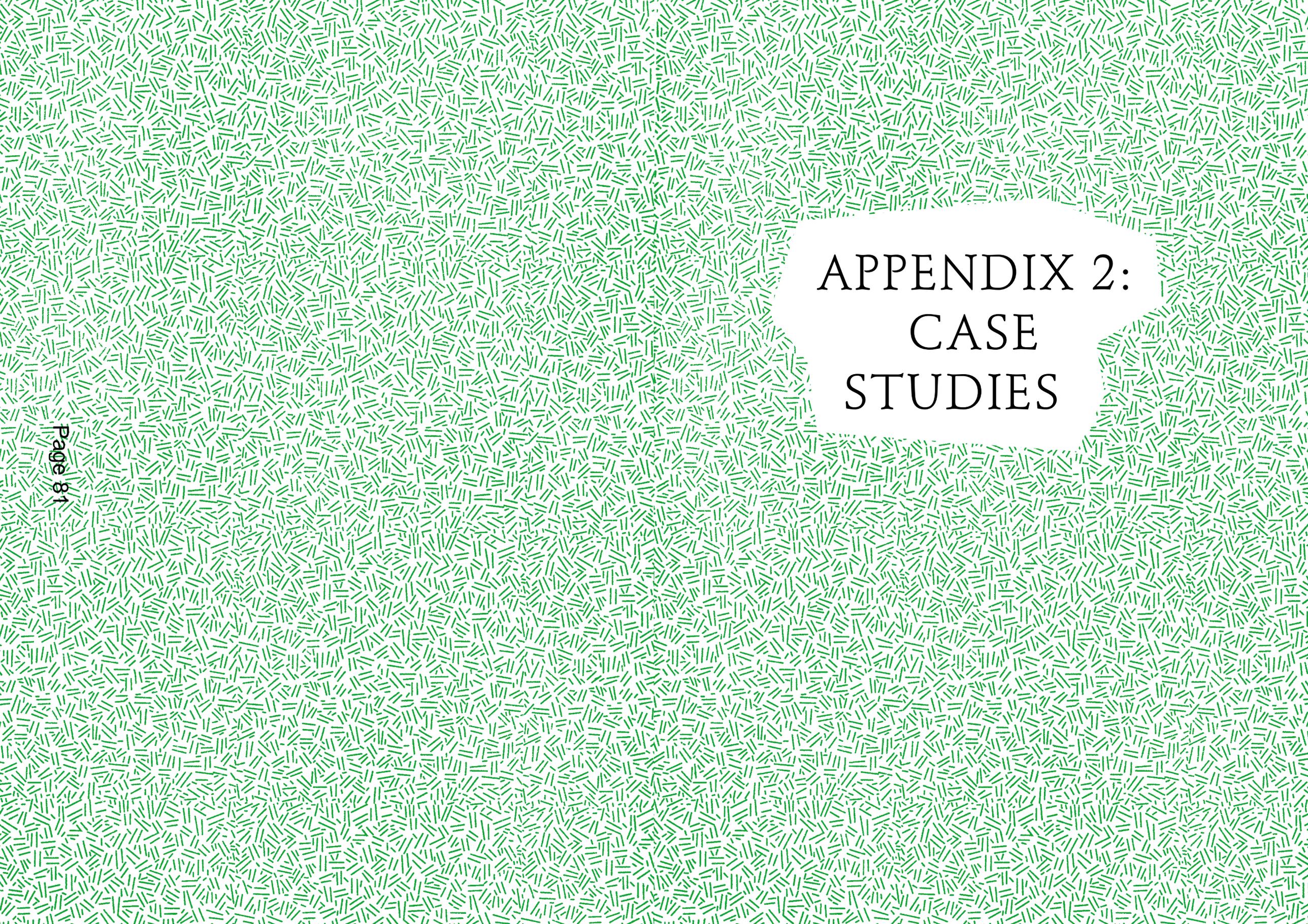
What of Hemel Hempstead's culture should be more celebrated?

Local talent and culture should be supported and space for it provided, though being able to attract 'big name' acts too is also desirable.
> 4.1, 4.4, 4.5

The public art that already exists in Hemel, particularly as a legacy of the New Town era, is valued. Could the ambition of this era be rediscovered today, and indeed what remains of this past era be better celebrated and treated? > 4.6

The history of Hemel Hempstead as a productive place, of manufacturing and agriculture, should be better celebrated, for example hemp growing, iron foundries, brick kilns, and the connection with Kodak ('the national centre for colour slide processing'), watercress and paper mills, often joined up by the industrial waterway of the Grand Union Canal.

Some very ancient wonders, such as the medieval 'heretical' wall paintings discovered at 130-136 Piccotts End, should be more widely known about and celebrated.



APPENDIX 2: CASE STUDIES



Around Lyon a cohesive programme of green infrastructure improvements is being undertaken in cooperation with infrastructure, drainage and tree departments. Through this programme Lyon has diversified its tree population by over 68% since the mid 1990s, with over 80% of the newly planted trees being of local provenance. By capitalising on its rich history of agriculture and growing, Hemel could similarly contribute to local economies and lower carbon emissions by using local planting stock.



Ecoquartier Vauban is a suburb of Freiburg in Germany. The development follows the principle of 'filtered permeability' whereby active forms of mobility, including walking and cycling, have access to a comprehensive network of paths and routes.



The Friends of Arnold Circus in Tower Hamlets, London, have a service level agreement with the local authority that allows the community to take over the care, programming and maintenance of the estate's gardens whilst the council retain overall responsibility.



This 'green bridge' across the A556 in Cheshire was the centrepiece of a Highways England project to make the most environmentally-friendly road the agency had ever built. The project's green measures earned it a prestigious Green Apple Award for Environmental Best Practice last year. The project was delivered by Highways England as part of the Northern Powerhouse initiative.



The 'Grown in Detroit' initiative links up private gardens, communal growing spaces and former vacant plots into a district wide network of productive spaces. Members of the programme share seeds, knowledge & skills, plus resources and space to grow and sell local produce, bringing together communities of all ages. The programme is managed by Keep Growing Detroit, a non-profit organisation. This has transformed the appearance of vacant public space, and supported the development of fresh produce markets, keeping revenue within the local community.



Ebbsfleet Get Active is an initiative to encourage active travel in Ebbsfleet Garden City. It features range of projects including a free app where users receive 'BetterPoints' which they can swap for vouchers to spend locally.



The Cambridgeshire Guided Busway connects Cambridge, Huntingdon and St Ives. In the first year of operation 2.5m trips were made. The busway integrates green infrastructure along its length.



Clay Field by Riches Hawley Mikhail is a cluster of 26 sustainable homes in a rural Suffolk village. Homes evoke rural and agricultural building types and are grouped into clusters around a series of sociable spaces including a dedicated play area.



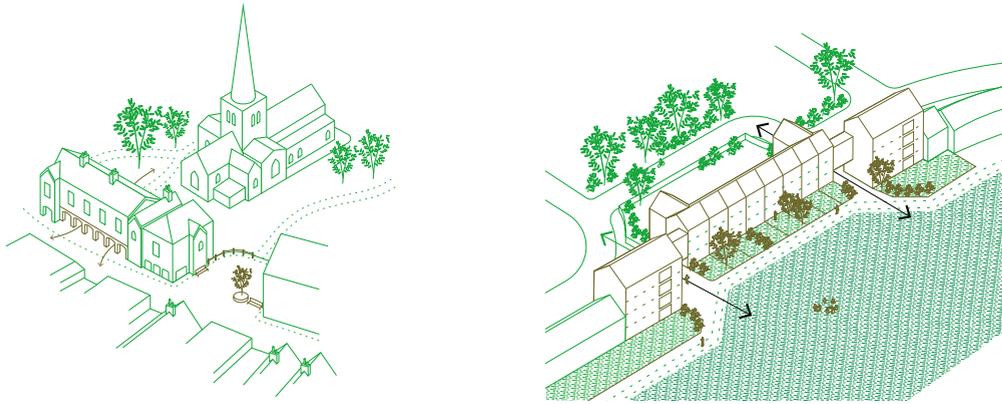
Flat House by Practice Architecture is a zero-carbon dwelling in a rural context which makes extensive use of natural hemp as a building material. The project is a high quality, beautifully-detailed prototype home which is at ease in its rural and agricultural context.



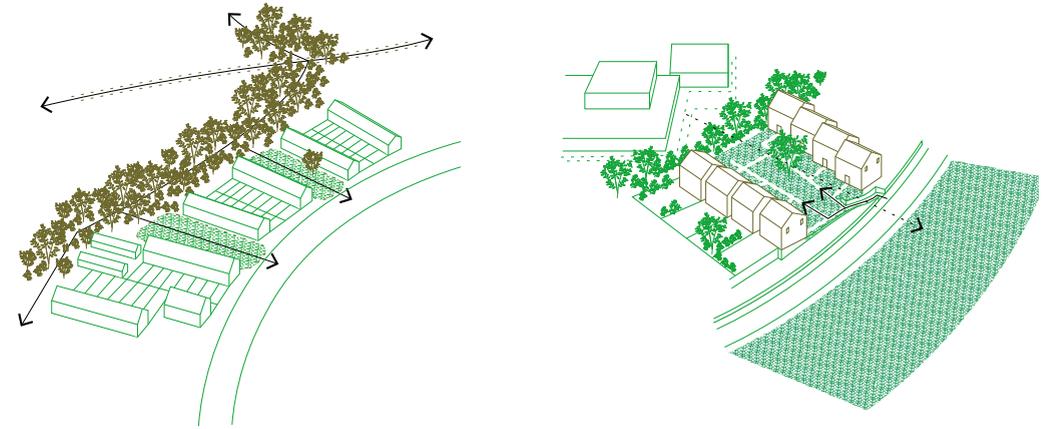
An innovative developer-led co-housing scheme in South Cambridgeshire, notable for its provision of shared spaces and facilities. These include extensive shared gardens as the focal space of the community, with areas for growing food, play, socialising and quiet contemplation, and a flexible 'common house' with a play room, guest bedrooms, laundry facilities, meeting rooms, and a large hall and kitchen for shared meals and parties. A separate workshop is located elsewhere on site. Residents have a stake in the common parts and contribute to the management of the community. The Common House is at the physical and social heart of the community, and includes facilities for communal use by all of the households.



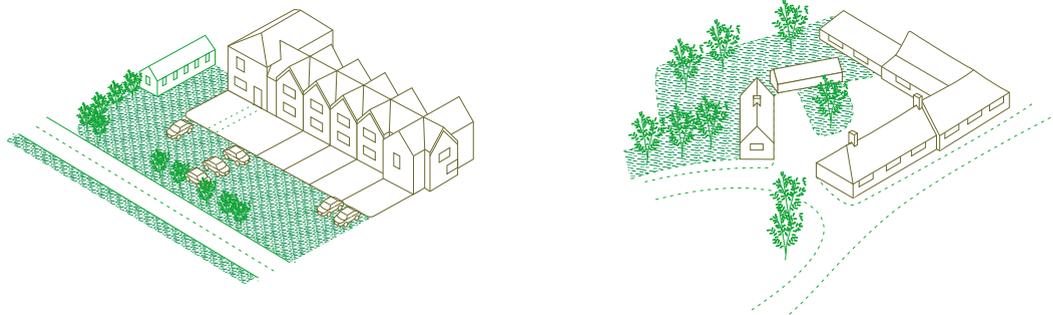
Local Precedent: The church of St. Stephen was built in 1959 to provide a church and community hall for Chaulden, one of the 'new' neighbourhoods created as part of the Hemel Hempstead New Town. The 'sanctuary' of the church can be separated off from the main space to make the interior suitable for a wide range of community uses. A charming and very well-loved pre-fabricated building, it is also a potential precedent for how community spaces might be shared in the future.



Local Precedent: The old market place in the Old Town exploits its high location to provide long, wide views over the wider town and landscape. At Keens Field the housing frames long views and footpaths across the adjacent green swathe.



Local Precedent: In places like Chambersbury Lane and Jocketts Road, houses and landscapes are designed to support easy walking routes and connections to a wider green network, helping these communities stay connected.



Local Precedent: At Piccotts End, the houses have a strong collective quality and a mix of shared and individual open spaces. Local farmyards such as Westwick Row provide another good local example of how buildings might be arranged to achieve a 'collective' character.



Blackhorse Workshop is London's first public workshop, for making, mending and learning. In the spirit of the public library, the workshop lends resources such as wood and metal working equipment, offers workshops, space for assembly and construction and is a social space open to all. The project explores what a public-facing programme can offer in an industrial context.

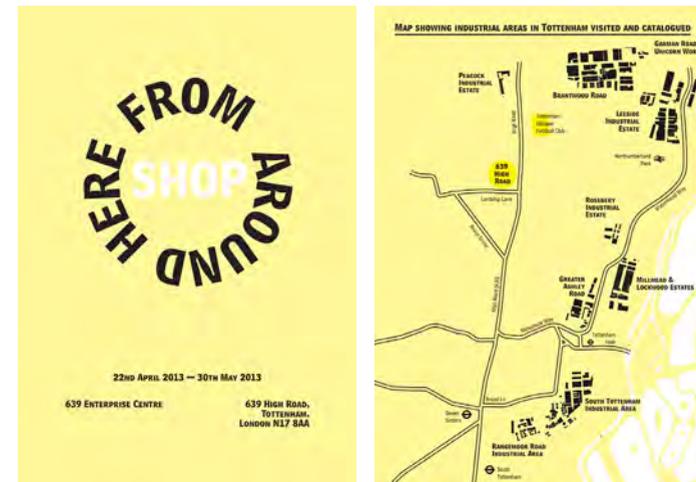


Gloucester Services offers road users an engagement with locally-produced food in an innovative, highly efficient building with a strong relationship to landscape. The services began as a family-run business focussing on family's agricultural business on a service station situated on the M5 motorway that ran through their land. It has blossomed into an enterprise that promotes local produce and invests a percentage of profits back into the local community.

Page 86



Dokk 1 is a large new citizen services' building built in Arrhus harbour with the mission of being a 'flexible and dynamic sanctuary for everyone in search of knowledge, inspiration, and personal development.' Providing workspace as well as access to resources, it reflects futurist Greg Lindsay's vision that 'the workspace of the future looks a lot like a library.'



From Around Here, Tottenham involved an extensive mapping of everything made, produced, crafted and developed in the Tottenham area, and culminated in a temporary exhibition and shop selling local products and a comprehensive catalogue of local producers. The work has gone on to inform investments into these industries and shape regeneration briefs.



The Business Improvement District (BID) for Camden Town, Camden Town Unlimited aims to enhance the commercial environment for local businesses and to enrich the offer of the area as a place to stay and dwell as well as a retail environment. The programme is particularly notable for its events, public realm improvements and focus on the environment, ensuring that the streets and retail areas of Camden Town are durable, diverse and delightful enough to draw visitors and customers.



Open City is a charity that works with architecture and urban design to make our built environment more accessible and inclusive. In addition to running the pioneering 'Open House London' annual festival during which 800 buildings are opened to the public, the charity runs self-guided tours, guided tours, a publishing and podcast programme.



Local Precedent: Hemel Food Garden offers training and employment for people with learning disabilities within a social enterprise setting, and sells fresh local produce via a farm shop and cafe. The project is an initiative of Sunnyside Rural Trust.



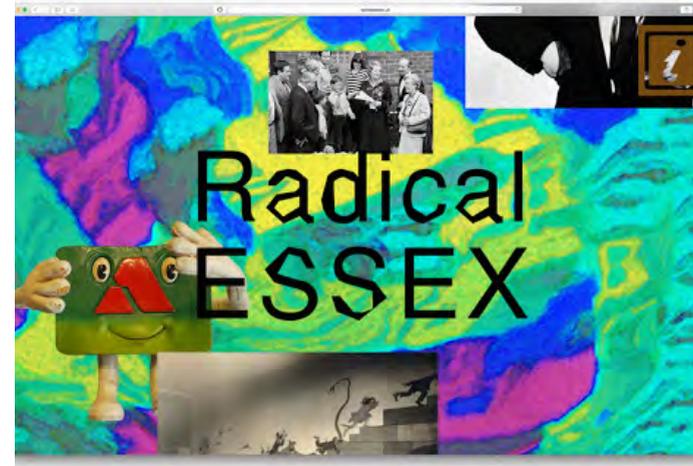
Botkyrka Konsthall, an established public-funded art venue, developed a long-term residency programme - and ultimately its new gallery and home - in the context of Fittja in Stockholm, a postwar neighbourhood with an unusually high demographic and ethnic mix. The programme played a key role in understanding the demographic shifts in the neighbourhood and in helping to modify social policy to support community activity there. It also attracted a long list of international practitioners to Fittja to explore its complexities and imagine potential futures.



Company Drinks, initiated by the artist Kathrin Böhm, formed a new company producing drinks in Barking & Dagenham, involving 1,200 local people in the production of drinks and making a real contribution to local culture. Company Drinks has generated an innovative, sustainable local organisation with a local supply chain, and one that has embedded in the long-term history of the area and in the lives of its communities, in effect producing an open, inter-generational and cross-cultural public space as part of its activities.



Erith Lighthouse brought the diverse communities of Erith - and beyond - together in a single temporary building and a highly-curated programme of meals and events. The project aimed to build the capacity of local entrepreneurs and organisations.



Radical Essex is a programme of events, online mapping and publishing that celebrates hitherto neglected narratives of the county of Essex, especially its history as a place of testing radical social and environmental ideas. The project aims to play to the natural strengths and particularities of the place. The project is an ongoing collaboration between Focal Point Gallery, Visit Essex and Firstsite.



Inspired by a visionary leisure complex in Milton Keynes that was never built, MK Gallery commissioned 'City Club' a series of interventions in the wider city that revisit the ambitions of the 'lost' building in the public realm of the city, including this child-led tour of the New Town.



Turf Projects provides gallery and workspace for artists and was set up as a charity to address the lack of affordable space for artists in Croydon town centre. The flagship space is a previously-vacant retail unit in the Whitgift Centre, the town centre's largest shopping mall. The programming of the space often produces work which explores the particular identity and culture of Croydon, especially its postwar development.



Escape Vehicle #9 (2018), Heather and Ivan Morison. The artwork, commissioned by Into Nature, an art biennial in the Netherlands. The project enables visitors to spend the night in one of the country's most ancient landscapes, and the pavilion provides passive heating and cooling, as well as imagining how future people will inhabit the landscape.



Local Precedent: This mural by Rowland Emmett was commissioned during the 'New Town era' to celebrate Hemel Hempstead and neighbouring communities. It is still in place today and serves as a reminder of the connections and culture of this place.



Local Precedent: The Friends of Jellicoe Water Gardens are a voluntary group whose aim is to encourage the use and enjoyment of the Jellicoe Water Gardens by local people and visitors and to help to develop and maintain a safe, beautiful and wildlife rich environment. The Friends run events and gardening days, host a dedicated website for the gardens and collaborated with Dacorum Borough Council on an extensive recent restoration of the gardens, supporting and promoting the project and assisting with the project's successful Heritage Lottery bid.

CREDITS

The Hemel Garden Communities Spatial Vision was produced in 2020 by DK-CM for the Hemel Garden Communities programme.

Graphic design by Europa.

The production of the Vision was supported by an invited group of experts:

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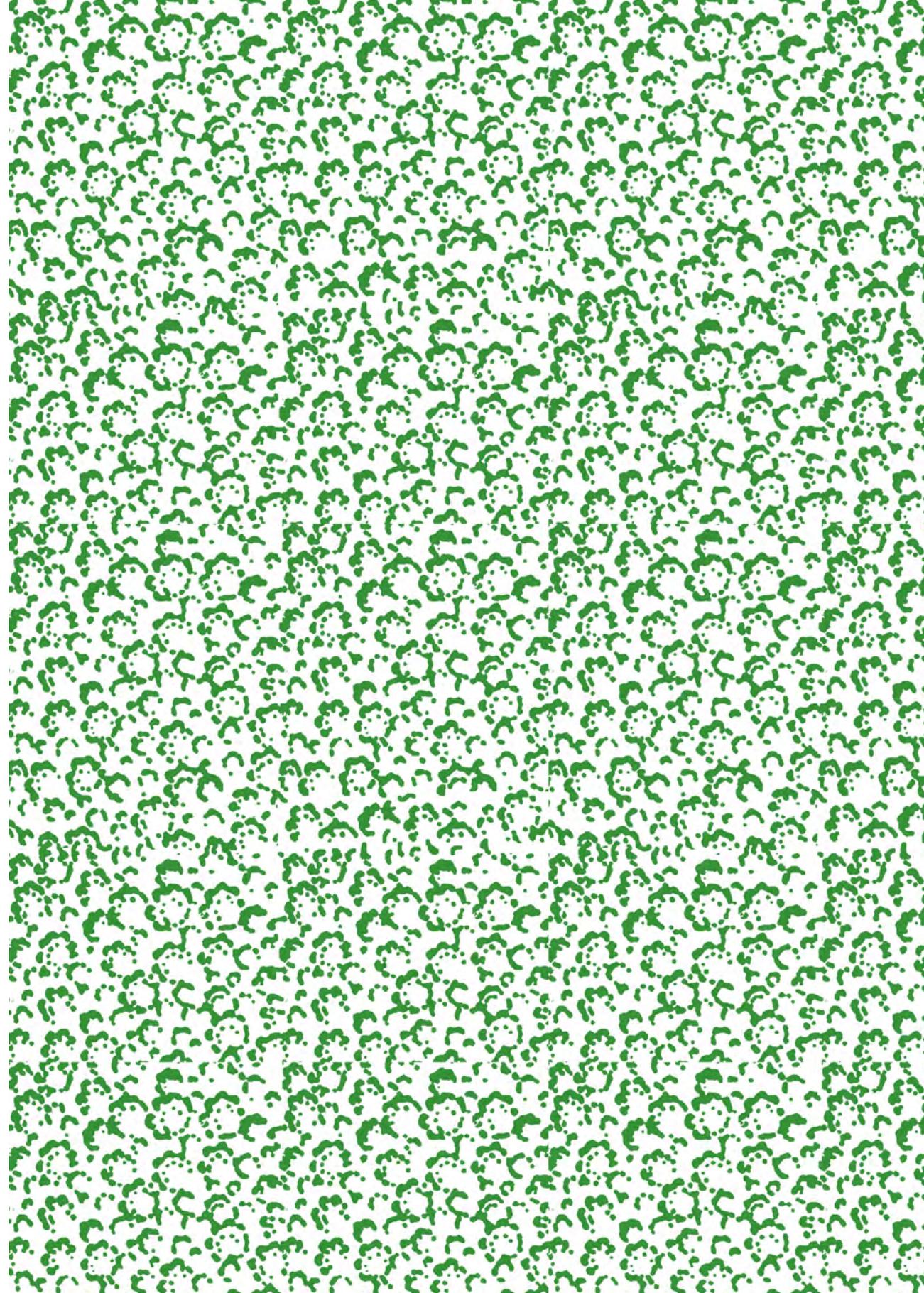
Maria Smith, Buro Huppold

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In order of appearance on page from top left.

P17 @shu_teaches via Hemel Channel; P17 ITP; P17+P72 Keep Growing Detroit; P17 S.Hastie, 'Hemel Hempstead, The Story of Newtown Development', 1997 (book); P25+75 DK-CM; P25 Hemel Hempstead Development Corporation, 'The Development of Hemel Hempstead', 1952 (book); P25 (HGC); P25+P75 Mole Architects; P33+80 (HGC); P33+P79 Frank Whittle Partnership Architects; P33 (HGC); P33+78 Assemble; P41 DK-CM; P41+84 Turf Projects; P41+85 (HGC); P41+83 Milton Keynes Gallery; P70 Jacques Léone, Métropole de Lyon; P70 Emmett Russel Architects; P71 Friends of Arnold Circus; P71 (HGC); P72 Cambridge Science Park; P73 Natalie Simmons; P74 Riches Hawley Mikhail; P74 Practice Architecture; P78 Oodi, Helsinki Central Library; P79 Gort Scott; P80 Camden Town Unlimited; P81 Open City; P81 Botkyrka Konsthall; P82 Company Drinks & Create; P82 DK-CM; P83 Radical Essex, Focal Point Gallery. P84 Studio Morison; P85 - S.Hastie, 'Hemel Hempstead, The Story of Newtown Development', 1997 (book). [\[To be finalised\]](#)



Agenda Item 8

Strategic Planning and Environment Overview & Scrutiny Committee: Work Programme 2020-2021

Scrutiny making a positive difference: Member led and independent, Overview & Scrutiny Committee promote service improvements, influence policy development & hold Executive to account for the benefit of the Community of Dacorum.

Clerk Sharon Burr

Date:	Report Deadline	Items:	Contact details:	Background information
Jan 20 2021	Jan 12 2021	National Waste Review consultation	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	To review the governments finding from its waste review consultation and potential impact on services
		Tree Policy and Implementation	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	To review the updated Tree Policy and implementation in relation to climate change
		Review of Developer Contributions in Dacorum	Group Manager for Strategic Planning & Regeneration chris.taylor@dacorum.gov.uk	To outline current arrangements for the collection of, and expenditure arising from the receipt of financial contributions from developers through s106 obligations and Community Infrastructure Levy in Dacorum in 2020
Feb 02 2021	Jan 20 2021	Joint Budget		
		Abandoned Vehicle Policy	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk Ben Stevens	To consider the draft Abandoned Vehicle Policy for the effective removal of vehicles.
		Climate Emergency Update	Corporate Director for Housing and Regeneration mark.gaynor@dacorum.gov.uk	
Mar 23 2021	Mar 15 2021	Quarter 3 2020/21 Reports: Budget Monitoring Planning, Development and Regeneration	Assistant Director for Planning, Development & Regeneration	

		performance Environmental Services performance Environmental and Community Protection Performance Report	james.doe@dacorum.gov.uk Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	
		Hemel Garden Communities programme	James Doe/Nathalie Bateman	<i>To provide an update on progress on the proposals for delivering garden communities at Hemel Hempstead</i>
		Environmental Services Annual Review	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	<i>To review the annual performance and achievements of Environmental Services</i>

Future:

South West Herts Joint Strategic Plan
Growth & Infrastructure Strategy
Fire Service Policy

London Luton Airport Development Consent Order - To outline the proposals for the major expansion of London Luton Airport and inform the Council's response to them

Waste 'Special' commercial waste – to review current service provision and future options

Behavioural Change and recycling – update on the impact of education and awareness campaigns

What happens to Dacorum's waste? – To consider the complexities of waste disposal and impact of global markets, end destinations, material markets and price fluctuations