



CABINET AGENDA

**TUESDAY 15 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 14th December.**

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

Membership

Councillor Williams (Leader)
Councillor Griffiths (Deputy Leader)
Councillor Elliot

Councillor G Sutton
Councillor Anderson
Councillor Banks

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

AGENDA

1. MINUTES (Pages 3 - 11)

To confirm the minutes of the meeting held on 24 November 2020.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest

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

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

and, if the interest is a disclosable pecuniary interest, or a personal interest

which is also prejudicial

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

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

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

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

4. PUBLIC PARTICIPATION

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

5. REFERRALS TO CABINET

There were no referrals to Cabinet

6. CABINET FORWARD PLAN (Page 12)

7. COUNCIL TAX BASE

Report to follow

8. TREASURY MANAGEMENT MID-YEAR UPDATE

Report to follow

9. EQUALITY, DIVERSITY AND INCLUSION STRATEGY (Pages 13 - 34)

10. GARAGE PROGRAMME UPDATE (Pages 35 - 41)

11. COMMITTEE TIMETABLE 2021/22 (Pages 42 - 45)

12. EXCLUSION OF THE PUBLIC

To consider passing a resolution in the following terms:

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

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

Agenda Item 1

MINUTES

CABINET

24 NOVEMBER 2020

Councillors: Williams (Leader)
Griffiths (Deputy
Leader)
Elliot
G Sutton
Anderson
Banks

Officers:	Claire Hamilton	Chief Executive
	Mark Brookes	Assistant Director - Corporate and Contracted Services
	James Deane	Corporate Director - Finance and Operations
	James Doe	Assistant Director - Planning, Development and Regeneration
	Mark Gaynor	Corporate Director - Housing & Regeneration
	Nigel Howcutt	Assistant Director - Finance and Resources
	Stephen Mendham	Strategic Planning and Regeneration Officer
	Katie Mogan	Corporate and Democratic Support Lead Officer

Also in Attendance:

Councillor John Birnie
Councillor Terry Douris
Councillor Adrian England

The meeting began at 6.30 pm

CA/95/20 **MINUTES**

Minutes of the meeting held on 20 October 2020 were agreed by Members present and signed by the Chair.

CA/96/20 **APOLOGIES FOR ABSENCE**

There were no apologies for absence.

CA/97/20 **DECLARATIONS OF INTEREST**

There were no declarations of interest

CA/98/20 PUBLIC PARTICIPATION

There was no public participation

CA/99/20 REFERRALS TO CABINET

There were no referrals to Cabinet

CA/100/20 CABINET FORWARD PLAN

The forward plan was noted

CA/101/20 BUDGET MONITORING Q2

Decision

That the budget monitoring position for each of the above accounts be considered and:

RESOLVED TO RECOMMEND

1. **The approval of the revised capital programme to move £2.409m slippage identified at Quarter 2 into financial year 2021/22 as detailed in Appendix C.**

2. **The approval of supplementary revenue budgets as follows:**
 - **Supplementary budget of £300k in the Local Development Framework (LDF) budget to fund the costs of producing the Local Plan, to be funded from the LDF reserve.**

 - **Supplementary budget of £30k in the Waste Development employees budget to fund a Recycling Officer post, to be funded from the Management of Change reserve.**

3. **The approval of supplementary capital budgets as follows:**
 - **Additional capital budget of £180k in the Commercial Assets and Property Development budget to fund the costs of completion of the new Bunkers Farm cemetery, to be funded from a contribution from West Herts Crematorium Joint Committee.**

 - **Additional capital budget of £210k in the Leisure service to fund a Multi-Use Games Area at The Hemel Hempstead School.**

- **Additional capital budget of £70k to fund audio-visual improvement works at The Forum.**

4. Approve a budget virement following receipt of £200k New Burdens funding related to Revenues and Benefits. Increase the budget in Revenues and Benefits employees costs by £75k and decrease the income budget by £125k, with an offsetting increase in the budget for Corporate Grants of £200k.

Deputy Section 151 Officer

This is a Deputy S.151 Officer report.

Monitoring Officer

No comments to add to the report.

Advice

Councillor Elliot introduced the report to members which provided the usual details of the projected outturn for 2020/21 and recommends the approval of certain movements in the revised capital budget, moving £2.4 million into the next financial year. This includes £300k to fund the Local Development Plan, £30k for a waste development employee post, £180k for the Commercial Assets and Property Development budget, an additional capital budget of £210k for the leisure service to fund a multiuse games area at The Hemel Hempstead School and £70k to fund audio visual improvements at The Forum. The financial forecast outlined in the report was accurate at the end of September and the biggest driver was the impact of covid-19. Since the report was written, the Covid related forecasts have been further updated to reflect the position as at the end of October and are included in the Covid impact report which is next on the agenda.

Councillor Birnie referred to page 26, paragraph 5.2 and commented on the aging vehicle fleet and the replacement programme. He asked if this pressure would extend into next year as he had had conversations with the Group Manager who said that once the vehicle chassis had been delivered, it takes another 24 weeks for the vehicle to be completed.

Councillor Williams said the delivery will be of completed vehicles not just the chassis.

Councillor Birnie said he was informed they weren't delivered until December which would mean the actual completed vehicles wouldn't be delivered until June.

Councillor Williams responded that there might have been a misunderstanding as the completed vehicles are being delivered from December.

N Howcutt said the maintenance budget is there and used for certain vehicles, what is being projected here, is over and above the maintenance budget that currently exists. We are not expecting to incur additional maintenance costs above what is in the budget. The vehicles are delivered complete and he would check with the Group Manager about the delivery programme but was not aware of any ongoing maintenance costs into next year.

J Deane added that the reason why there are additional pressures at the moment is that the ageing fleet is being propped up. Once the new fleet arrives, the maintenance bill will decrease.

Councillor Birnie referred to the £50k pressure in appeals in paragraph 5.3. He asked if this was a one off cost because he thought Dacorum's performance on appeals had improved.

J Doe said the pressure was put under the appeals reserve heading but it wasn't a planning appeal. It was a successful judicial review against a small supermarket in Markyate that DBC lost in court. The appeals performance is good and this was a one off.

Councillor Birnie referred to the £65k pressure at the Maylands Business Centre and asked if this was covid related.

N Howcutt says this relates to the loss on rental income. We have been unable to turn around the vacant premises as quickly as we would have liked due to covid.

Councillor Birnie queried the pressure on £12k relating to cess pits and commented that he would have thought with more people at home, we would make more money from emptying.

J Deane said he would have to look into the detail and come back to Councillor Birnie outside the meeting.

Councillor Anderson added that he would have thought emptying more cess pits would drive up the costs.

Recommendations agreed.

CA/102/20 COVID-19 UPDATE

Decision

1. That the following be noted:

- (a) The projected financial impact of Covid-19 for 2020/21 as set out in section 1.

(b) The service updates provided in section 2.

RESOLVED TO RECOMMEND

2. The approval of £76,000 (over two years) additional funding for Citizens Advice Dacorum.

Monitoring Officer comments

The Monitoring Officer continues to monitor the key issues raised by legislative changes and relevant government guidance and ensure that effective policies and procedures are in place to assist services to continue to deliver during the pandemic and subsequent recovery phase.

S151 Officer comments

The Financial Implications section of the report have been written by the S151 officer and will continue to be monitored as actual costs become clearer. Members will be regularly updated on the financial implications of Covid-19 as they develop.

Advice

Councillor Williams introduced the report to members and highlighted the recommended to make additional funding available to the Citizens Advice Bureau (CAB) for two years to recognise the increase in workload for them, especially in providing financial assistance.

C Hamilton added to the report to tell members that the Incident Management Team (IMT) continues to meet twice a week and the membership has been expanded to include a Communications representative to ensure that the information is cascaded appropriately after the meetings. Efforts are ongoing to identify staff to work in the local Track and Trace centre and work continues with Hertfordshire County Council to identify premises for a vaccination centre in the borough. The Environmental Health team continue to do a great job and are visiting premises to ensure they are following guidance. There continues to be a concern from county that people are reluctant to self-isolate when they have been told to and there is an increase in cases amongst the over 60s. The council continue to liaise with Everyone Active on their finances and a report will be going to Finance & Resources OSC this week. The Homeless Team are under continued pressure and the Tenancy Sustainment Team are dealing with an increase in domestic abuse cases. This is all closely monitored through IMT and members will continue to be kept up to date.

M Gaynor commented on the pressures on CAB. They are seeing an increase in case load due to increased redundancies, furlough and people moving onto Universal Credit and the delays in getting payments. Although it keeps getting

delayed, there is also the threat of private landlords being able to evict tenants. There has been a 300% increase in cases at CAB.

J Deane highlighted some of the financial implications. The overall pressure has reduced from £2.5 to £2.2 million and a lot of the pressure is forecast on the income side. There is an additional pressure this month from the Alternative Financial Model (AFM) funding from Hertfordshire County Council which is an incentive to increase recycling and divert waste from landfill. The department are collecting significantly more waste due to more people staying at home which increases the waste going to landfill so the payments are reduced. The budget allowed for an income of £300k but this has been reduced to £50k. The pressure on car parking income was reduced due to the lockdown but it is showing signs of recovery.

Councillor Tindall referred to the AFM payment and asked if this would be likely to continue or was another consequence of covid.

J Deane said the AFM is an incentive for councils to divert waste from landfill but the current situation is causing more waste to be collected and this is pushing up the county's costs.

Councillor Tindall said that the county council gave a briefing about the potential of continuing to allow staff to work from home to reduce office costs. He asked if there was a prediction for what would happen across the borough if other companies followed this trend.

J Deane said the increase in working from home would reduce AFM income and the general AFM income stream will be reduced on an annual basis. It is too early to understand any longer term plans.

Councillor Williams said that pre-covid, the AFM is something that the county sought to reduce. It is not compulsory for county to share the benefits of enhanced recycling with districts. It would be safe to assume that this income stream will not recover.

Councillor Anderson added that Herts has been considering reducing this funding for a while and this has been raised through the Herts Waste Panel and the Leader and made the point that it would no longer be in our interests to recycle.

Councillor Griffiths asked if the increase in waste is because people have been at home sorting through their houses and it is household waste or are people not separating their rubbish from recycling.

Councillor Anderson responded that there has been an increase of a third in both residual and recycling waste so people are producing increase volumes of both kinds of rubbish. When the AFM formula was produced, no one could predict the current pandemic so it is unfortunate that it is now working against us.

Councillor Williams added that an increase in residential waste is offset by a decrease in commercial waste but this is a chargeable collection.

C Hamilton added that the council were looking at the impact of covid on local retailers and their services in an economic recovery strategy which will be brought to members in due course.

J Deane said that in some cases, local shops are doing well as people stay local. There is big uncertainty in relation to a recession and how this impacts on the success of shopping centres and significant job losses.

Councillor Williams said local businesses have been able to claim one off grants and have had a year's business rates holiday which could be masking any financial issues.

Recommendations agreed.

CA/103/20 CAMELOT RUGBY CLUB LEASE

Decision

1. That subject to consideration of comments received pursuant to recommendation 2 below the principle of granting of a 75 year lease of Chaulden Lane Playing Field to Hemel Hempstead (Camelot) Rugby Union Football Club in accordance with the heads of terms at Appendix 1 be approved.
2. Delegate authority to the Portfolio Holder for Finance and Resources and the Leader of the Council to consider any representations received from the public notice published, pursuant to Section 123 Local Government Act 1972 and decide whether to proceed with the leasehold disposal and finalise the terms of disposal.

Monitoring Officer comments

Section 123 of the Local Government Act 1972 applies as the land is subject to an 'open land' designation and requires a local authority to advertise its intention to dispose of the land in question in a locally-circulating newspaper for a period of at least two consecutive weeks. The local authority has an obligation to give consideration to any objections that may be received and to demonstrate that it has considered these. A positive Cabinet decision would mean that this exercise would have to be undertaken and delegations are proposed to ensure that the appropriate Portfolio Holders give consideration to the responses received before proceeding.

Deputy S.151 Officer comments

The comments of the Deputy S.151 Officer are included in the body of the report.

Advice

Councillor Elliot introduced the report and the recommendations are to delegate authority to the Leader and the Portfolio Holder over the approval of the 75 year lease at Chaulden Lane Playing Field to Camelot Rugby Club. The lease will be available to the club once they have secured funding and planning permission. This will support the club's ambitions and will help them attract external funding to develop and improve the community rugby club with enhanced facilities.

Councillor Birnie asked if the Boxmoor Trust had been consulted and were in agreement.

Councillor Elliot confirmed they were.

Councillor Griffiths said this issue had been going on for some time and the club wanted a stable background instead of having many short term leases. This is a great asset to the borough.

Recommendations agreed.

CA/104/20 BROWNFIELD LAND REGISTER

Decision

That the sites listed in Parts 1 of the Brownfield Land Register (BLR) as drafted in Appendix 1 be approved and delegate authority to the Assistant Director (Planning, Development and Regeneration) to finalise the site specific information before publication and note that no sites are recommended for inclusion in Part 2.

Monitoring Officer comments

This report considers the Council's statutory requirement to review its Brownfield Land Register at least once every year. It is noted that no sites are recommended for approval in Part 2 of the register and therefore approval of Part 1 remains an Executive decision to be made by the Council's Cabinet.

Deputy S.151 Officer comments

This report meets with the statutory requirement to review the Brownfield Land Register to highlight the use of brownfield sites in the borough.

Advice

Councillor G Sutton introduced the report to members and said this report was the annual review of the Brownfield Land Register. The list of sites are reducing every year due to an increase in development but four sites have been added: Symbio

House, the Plough roundabout car wash site, 66-72 Wood Lane End and the residual land left over after the development of West Herts College.

Councillor Birnie asked if offices being converted into housing formed part of the land register.

J Doe said the aim of the register was to capture sites where there was prospect of it coming forward for housing. The council has served an Article 4 direction on some office sites in the Borough's main employment areas including Maylands Business Park and part of Hemel Hempstead town centre and this is something that will be kept under review.

S Mendham added that the sites on the register meet its criteria and this position could change over time.

Councillor Williams said his understanding was that brownfield sites were those that would be available for reuse not reconfiguring. He noted that some housing in the town centre were part of a building and not stand alone.

J Doe said the purpose of the register is to try and identify more sites for housing whether that is building it or converting an existing building.

Councillor Williams said there is very little office space left in the town centre and Dacorum hasn't been a prime site for office space in the last 10-15 years.

Councillor Griffiths noted it was difficult to read the register but asked when sites come off the register and pointed out a few sites that had already been developed.

S Mendham said it was the timing of the reporting cycle and these sites would be removed in the next reporting cycle. There is talk of a new national brownfield land register and this may affect how things are added or removed.

J Doe reassured members that office sites converted into housing does contribute towards the housing numbers in respect of the Local Plan.

Recommendations agreed.

The Meeting ended at 7.10 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Process	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
1.	19/01/20	Appropriation of General Fund Land to the HRA for Housing Development		30/12/20	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	To be provided
2.	19/01/20	Hemel Garden Communities Spatial Vision		30/12/20	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk Ian Charie, Director – Hemel Garden Communities ian.charie@dacorum.gov.uk	To approve the final version of the Spatial Visioning document for Hemel Garden Communities.
3.	19/01/20	Dacorum Strategic Sites Design Guide		30/12/20	James Doe, Assistant Director Planning, Development and Regeneration 01442 228583 james.doe@dacorum.gov.uk Alex Robinson, Strategic Planning Manager 01442 228002 Alex.robinson@dacorum.gov.uk	To consider recommending to Council the approval of the final use of the Strategic Sites Design Guide for use in the planning process.
4.	09/02/21	Climate Change Emergency Update		21/01/21	Mark Gaynor, Corporate Director Housing & Regeneration 01442 228575 mark.gaynor@dacorum.gov.uk	To report progress on the Climate Change Emergency action plan.
5.	09/02/21	Independent Remuneration Panel 2020 – Scheme of Members' Allowances for Dacorum Borough Council		21/01/20	Mark Brookes, Assistant Director Corporate & Contracted Services 01442 228236 Mark.brookes@dacorum.gov.uk	To report on the outcome of the review of the Council's Scheme of Members' Allowances by the Independent Remuneration Panel.
6.	09/02/21	HRA Business Plan		21/01/21	Fiona Williamson, Assistant Director of Housing 01442 228855 Fiona.williamson@dacorum.gov.uk	Revised HRA Business Plan to provide details for the period 2020-2023.

Future Items:

- South West Herts Joint Strategic Plan (J Doe)
- The Bury museum project (J Doe) - To update Cabinet on progress on options for delivering a new museum at The Bury, and seek agreement on the next stages of the project.
- Drug and Alcohol Support Commissioning (L Roberts & M Rawdon)
- Constitution Update/Protocol on filming (M Brookes)
- Berkhamsted Sports Centre (M Brookes)
- Paradise Depot Redevelopment and New Provision for DENS
- Transformation (Linda Roberts)



Report for:	Cabinet
Date of meeting:	15 December 2020
Part:	1
If Part II, reason:	

Title of report:	Equalities, Diversity and Inclusion Strategy
Contact:	Mark Gaynor Corporate Director Housing and Regeneration Councillor Andrew Williams Leader of the Council
Purpose of report:	For Cabinet to consider the updated Equalities, Diversity and Inclusion Strategy Action plan for the first two years. It also proposes that Full Council formally adopt the International Holocaust Alliance definition of antisemitism
Recommendations to Cabinet 20 October	<ol style="list-style-type: none"> 1 That Cabinet approve the draft Equalities, Diversity and Inclusion Strategy and Action Plan (as set out in the report). 2 That Cabinet recommend to Council that the the International Holocaust Remembrance Alliance definition of antisemitism be adopted as set out in the report and the illustrative examples that are presented alongside. 3 That Cabinet recommend Council approve the new post for a Diversity and Community Inclusion Officer be included as part of the 2021/22 budget as set out in section 5 of this report.
Period for post policy/project review	It is proposed that a mid-year and annual reports be made to Cabinet and the Housing and Community Overview Scrutiny Committee.
Corporate objectives:	<i>Community Capacity:</i> The aim of the Equalities, Diversity and Inclusion Strategy is to help ensure that all of our staff and residents feel welcome, that their views can be heard and that there is better understanding between different groups. This requires that we build a better understanding of the diversity of our community to help channel services to meet needs. It will encourage joint working with the community and voluntary sector across a wide range of groups takes account of their views and assists the Council

	in its service design. This will help ensure we and residents have a better understanding of the needs of different parts of our community.
Implications:	<p>The Strategy will be delivered through a working group including representatives from different parts of the Council. One proposal in the report is that a specific officer be appointed to lead this work and for this to be considered in the budget setting for 2021/22. There will be considerable outreach work in conjunction with local groups and the voluntary sector and specifically with Community Action Dacorum to ensure there is a large element of community input and ownership. An improved database will assist in officers producing their Community Impact assessments and associated policy and decision making for the Council as a whole.</p> <p>By adopting the International Holocaust Remembrance Alliance definition of antisemitism the Council will be formalising its already held position regarding its opposition to racial prejudice and intolerance of the Jewish community locally and across the world.</p>
'Value for money' implications.	By improving the Councils work on diversity it will reduce the chances of being legally challenged that it is failing its equality duties under the 2010 Equalities Act. Should a new post be approved in the 2021/22 budget then this will reduce any reliance on more expensive consultancy support.
Risk implications	Very low though there is a risk of failing to meet our statutory responsibilities under the Equalities Act if we don't have an up to date externally focused policy and practice and potential legal challenge.
Community Impact Assessment	The main aim of the proposal is to improve community understanding and intelligence regarding the specific needs of the varying groups that we have and to improve communication with groups protected under the Equalities Act 2010
Health and safety Implications	N/A
Monitoring Officer/ S.151 Officer Comments	<p>Monitoring Officer</p> <p>The strategy and action plan will help to ensure that the Council complies with its obligations under the Equalities Act 2010.</p> <p>Deputy S151 Officer</p> <p>The proposed Diversity and Community Inclusion officer post will be included in the budget report to cabinet as part of the proposed 21/22 budget approval process.</p>

Consultees:	
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	IHRA: International Holocaust Remembrance Alliance

1. Background

- 1.1 The Council takes its responsibilities under the Equalities Act 2010 very seriously and recognises that updating its strategy and action plan is critical for this to be achieved. This report sets out the new strategy and Appendix One the provisional action plan.
- 1.2 Many changes have occurred both local and nationally over the past few years. Dacorum has become a much more diverse community with immigration of people from the European Union who have chosen to remain as part of the Dacorum community. There is also internal migration into the Borough from other areas particularly London which results in a more diverse community. There is far more tolerance and welcoming of difference regarding the gay and lesbian community though still much work to be done in getting acceptance of the Transgender community.
- 1.3 There have also been some tensions nationally with the Brexit process and fear of terrorism having caused friction between communities in parts of the UK. The Black Lives Matter movement has demonstrated that in the UK we haven't made the progress we thought that we had, with poorer prospects, opportunities, and treatment for a wide range of black and minority ethnic groups still very much the reality. These are societal challenges which the Council alone cannot solve but we can demonstrate that we do hold all of our residents to be of equal importance.
- 1.4 This Strategy and Action plan is aimed at updating and improving our community relations and services to everyone by increasing our knowledge of the specific views and needs to be met.

2 Overall Purpose

- 2.1 The key purpose of the proposed strategy is to ensure that at Dacorum Borough Council, we aim to promote equality in everything we do. This means treating people fairly, valuing diversity and removing barriers that prevent people being able to fully participate in public life and fulfil their potential. This includes the way in which we:
- plan, commission and deliver services to the community
 - treat our employees and people who apply for jobs with the Council
 - take decisions in our various regulatory functions
 - work as a community leader

- work in partnership with other organisations in Dacorum and Hertfordshire
 - enter into contracts or tender to provide goods and services.
- 2.2 We will monitor and review the way we work, and support our employees to fulfil our legal responsibilities for equality. This will help us to address disadvantages that may impact on members of our community for any reason, but particularly because of their age, disability, sex, sexual orientation, gender reassignment, race, religion or belief marital or civil partnership status or pregnancy and maternity status. These are collectively the ‘Protected Characteristics’ defined in the Equality Act 2010.
- 2.3 Our Equalities, Diversity and Inclusion Strategy provides a blueprint for creating an inclusive environment for all our staff, and also provides a framework to ensure that we deliver an appropriate and inclusive service to residents on each and every contact.

3 Key aims and actions

- 3.1 In the period 2021 to 2023 we will focus on the achievement of the following 10 aims:
1. A representative workforce; reflecting the diverse makeup of the area in which we operate
 2. A Continuation of encouraging our staff to challenge stereotyping and discriminatory practices: within the offices and outside
 3. That staff and Members continue to receive the latest information and best practice and training on equality, diversity and belonging, including neurodiversity
 4. Ensuring that our procurement practices require contractors and suppliers demonstrate a genuine culture of inclusion and equality of opportunity
 5. Further promotion of our zero-tolerance approach towards hate incidents and hate crime
 6. Improving our performance in ensuring resident-facing policies, procedures are subject to effective community impact assessments
 7. Residents representing all protected characteristics are encouraged to become involved in helping to shape services, policies etc.
 8. That victims and survivors of domestic abuse (residents and colleagues) are supported and signposted to the most appropriate agencies
 9. Increased awareness within the Council, partner agencies and the public of diversity-related safeguarding issues including extremism and radicalisation, child sexual exploitation, modern slavery and young gangs. This will involve the continued Council’s contribution to their successful resolution in conjunction with our partners
 10. Develop working relations with more “third sector” agencies representing and supporting diverse communities and groups
- 3.2 Early action will be focused on:

- Ensuring the Council has the necessary resource in terms of skills and experience within the workforce to deliver the objectives of the strategy
- To introduce up to date policies on Modern Slavery and Hate Crime
- To create a representative diversity database regarding our community
- To achieve 'Disability Confident' which is the up to date replacement for the 'Two ticks' status.
- Updating our Procurement and contractor requirements and compliance with the updated DBC standards
- Increased employee involvement in our diversity work
- The incorporation of diversity into all Service Planning
- Ensuring Community involvement in our work on diversity

4. Adoption of the International Holocaust Remembrance Alliance definition of antisemitism.

4.1 Background

The International Holocaust Remembrance Alliance (IHRA) brings together governments and experts to strengthen, advance and promote Holocaust education, research and remembrance. The IHRA, which was formerly known as the Task Force for International Cooperation on Holocaust Education, Remembrance and Research was initiated in 1998 by former Swedish Prime Minister Göran Persson. The IHRA's membership includes of 31 member countries, including the United Kingdom.

- 4.2 The IHRA supports policymakers and educational institutions and briefs government officials and NGOs active in global initiatives for genocide prevention.

The United Kingdom has been member of the IHRA since it was founded in 1998. The UK delegation consists of representatives from the Foreign and Commonwealth Office, academia, voluntary sector including the London Jewish Cultural Centre. On 26 May 2016 in Bucharest, the Plenary of the International Holocaust Remembrance Alliance (IHRA) adopted a non-legally binding working definition of antisemitism:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

- 4.3 The IHRA is the only intergovernmental organization mandated to focus solely on Holocaust-related issues, so with evidence that the scourge of antisemitism is once again on the rise, we resolved to take a leading role in combatting it. IHRA experts determined that in order to begin to address

the problem of antisemitism, there must be clarity about what antisemitism is.

4.4 The IHRA's Committee on Antisemitism and Holocaust Denial worked to build international consensus around a non-legally binding working definition of antisemitism, which was subsequently adopted by the Plenary. By doing so, the IHRA set an example of responsible conduct for other international fora and provided an important tool with practical applicability for its Member Countries. This is just one illustration of how the IHRA has equipped policymakers to address this rise in hate and discrimination at their national level.

4.5 To guide IHRA in its work, the following examples may serve as illustrations and it is proposed that the Council accept all of these:

Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that leveled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for "why things go wrong." It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.

- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavor.
- Applying double standards by requiring of it a behavior not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for the acts of the state of Israel

5 Diversity and Community Inclusion Officer

- 5.1 The strategy and action plan set out below will require dedicated resource in order to deliver the objectives set out and meet the requirements both of the 2010 Equalities Act but a wide range of additional areas that the government has required Local Authorities to take responsibility for. These include safeguarding, modern slavery, hate crime and a key role in the prevention of terrorism and extremism. Whilst we do have an up to date strategy regarding our staff, recruitment and challenging discrimination and so on we do not have one that is focused externally. The action plan setting out the responsibilities of the officer, working with all services across the Council and with the local community, is set out below.
- 5.2 The Council has not had a dedicated resource on this area since around 2007 and currently does not have the capacity within to deliver the requirements of the strategy. The post, which will initially be a Fixed Term Contract for three years, will allow the Council to have an outward focused approach to diversity and inclusion which be working with key community groups, beginning with Community Action Dacorum, representing the increasingly diverse community in which we live. It is important to note that the focus of such work has moved on substantially in recent years and covers areas like Domestic Abuse, Modern Slavery, Safeguarding, Physical and Mental disabilities, hate crime and the work on countering extremism and helping build a more inclusive community.
- 5.3 It is recommended that the three year fixed term post of Diversity and Community Inclusion Officer is included in the budget for 2021/22.

**Equalities, Diversity & Inclusion Strategy
2021-23**

(Draft)

Foreword (Chief Exec / Leader)

True equality is more than simply identifying the different communities that are represented in Dacorum. It is about ensuring we understand the needs of our residents from a range of diverse backgrounds and enable our increasingly diverse community to thrive.

At Dacorum Borough Council, we aim to promote equality in everything we do. This means treating people fairly, valuing diversity and removing barriers that prevent people being able to fully participate in public life and fulfil their potential.

This includes the way in which we:

- plan, commission and deliver services to the community
- treat our employees and people who apply for jobs with the Council
- take decisions in our various regulatory functions
- work as a community leader
- work in partnership with other organisations in Dacorum and Hertfordshire
- enter into contracts or tender to provide goods and services.

We will monitor and review the way we work, and support our employees to fulfil our legal responsibilities for equality. This will help us to address disadvantages that may impact on members of our community for any reason, but particularly because of their age, disability, sex, sexual orientation, gender reassignment, race, religion or belief marital or civil partnership status or pregnancy and maternity status. These are collectively the 'Protected Characteristics' defined in the Equality Act 2010.

Our Equalities, Diversity and Inclusion Strategy provides a blueprint for creating an inclusive environment for all our staff, and also provides a framework to ensure that we deliver an appropriate and inclusive service to residents on each and every contact.

Signed

Chief Executive

Leader

Introduction

This strategy has been developed during 2020 with the coronavirus pandemic having a direct effect on people's mental health, isolation, increased cases of domestic abuse, job losses and homelessness disproportionately affecting certain groups. Assisting these groups has been, and will remain, a major priority for the Council. The Council's own working practices have also changed beyond recognition with home working and more limited access to offices, thus impacting on the customer experience for residents.

International movements such as the progression of 'Me Too' and the more recent "Black Lives Matter" have been raised in importance by ordinary people, traditional media and social media. Also in the media has been the issues around "trans" rights. All of these are taken into account in this Strategy and in the Equalities and Diversity Action Plan.

But it doesn't stop there. Many people and groups don't have a voice and also face discrimination and harassment. This strategy equally focuses on the needs of disabled people; physical, mental and intellectual, and, although not a protected characteristic, it also aims to improve quality of life for people on low income

In taking equalities further, and to reflect unprecedented changes and international movements during 2020, we have changed our ethos slightly from 'equality, diversity and inclusion' to 'diversity, inclusion and belonging'. The aim will be that diverse colleagues and residents feel truly valued and have a sense of belonging. This will be measured by a mixture of qualitative as well as quantitative data

Where we are now

Dacorum Borough Council (DBC) is working towards improving diversity and inclusion within the local authority sector. Having researched a variety of assessment frameworks DBC has opted to adopt the Local Authority Equality Framework. It has assessed its performance on equality, diversity and inclusion against the performance areas within the framework, namely:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce

The framework has three levels of achievement:

'Developing'

'Achieving'

'Excellent'

After careful consideration DBC has assessed its recent performance as between '**Developing**' and '**Achieving**'

The gaps and improvements identified within the self-assessment against the framework, along with existing/outstanding diversity and inclusion actions, and actions emanating from this strategy, form its Equality, Diversity and Inclusion Action Plan (**appendix 1 below**)

DBC's Vision

Our Equalities aim is to:

“Challenge discrimination, promote equality of opportunity, improve access to services, champion mutual respect and increase participation in local decisions”

To help achieve this we have developed this two-year strategy and action plan to further our performance in respect of equality, diversity and inclusion to fully **‘Achieving’** in the Local Authority Equality Framework, with ‘Excellent’ in our vision.

The legal side

In addition to the Equality Act 2010, this strategy also takes into account relevant provisions within the Care Act 2014, the Anti Social Behaviour, Crime and Policing Act 2014 and the Counter-Terrorism and Security Act 2015. This strategy should be read alongside DBC's:

- Safeguarding Children and Vulnerable Adult's Policy
- Bullying and Harassment Policy
- Domestic Abuse Policy
- Whistleblowing Policy

The Equality Act 2010 and the Public Sector Equality Duty 2011 are now well embedded and DBC continues to commit to the three requirements of the Duty, namely to have due regard in its employment and operations to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not

The protected characteristics referred to above are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This strategy explains how DBC will endeavour to meet its requirements in the Public Sector Equality Duty.

Eliminate unlawful discrimination

As an employer and in its role in delivering services DBC must have due regard to the need to eliminate unlawful discrimination. The Equality Act identifies six types of discrimination; direct discrimination, discrimination by association, discrimination by perception, indirect discrimination, harassment and victimisation.

DBC's Corporate Plan sets out the vision, ambitions and plans for the next few years and are indelibly linked to equality, diversity and inclusion. Strategic priorities in respect of its employment obligations will include:

- Attract, recruit and retain talent
- Develop high quality leadership and management
- Develop individual and collective performance
- Engage and include Employees

The Corporate Plan explicitly state DBC's commitment to ensure the highest standards of equality, diversity and inclusion.

All colleagues receive mandatory introductory training on equality, diversity and inclusion and follow up refresher training every three years.

All colleagues (and customer groups where practicable) will be trained on the Social Model of Disability. This model, adopted by the World Health Organisation and UK Government, separates impairment from disability and is seen as a more positive way of identifying and removing barriers to communication and access.

Gender pay gap – DBC engages fully with the requirement to report on and publicise the salaries received by women and men within the organisation.

A core element at DBC, from the top and through all roles, is the expectation that every colleague has the right to challenge and where necessary report anyone within DBC they feel are negatively stereotyping, speaking or acting in prejudicial terms, bullying or harassing or discriminating in any way, without fear of repercussion.

Advance / promote equality of opportunity

Advance / promote equality of opportunity is defined as the need to

- remove or minimise disadvantages suffered by people who share a relevant protected characteristic
- meet the needs of people who share a relevant protected characteristic where these are different from the needs of people who do not share it
- encourage people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

DBC is committed to extending and improving the data it collects in order to identify gaps or trends and tailor its services where possible to advance equality of opportunity.

DBC will make use of provisions within the Equality Act 2010 to adopt positive action, where appropriate, to ensure colleagues and residents (to some degree), reflect as much as is reasonable, the diversity demographics of the local area.

The Equality Act 2010 also allows for 'more favourable treatment' in respect of disabled colleagues and residents and we will utilise these provisions when required. DBC will also continue to support the Job Centre Plus "Disability Confident" programme.

DBC aims to be a 'gay-friendly' organisation. It is committed to promoting equality within the Lesbian, Gay, Bi-sexual and Transgender (LGBT) communities. It will review its training activities, newsletter articles, support of regional LGBT activities and will continue to have a **zero tolerance** towards homophobic bullying, harassment or discrimination in addition to its stance on tackling homophobic hate incidents and hate crime.

Data collection

DBC is aware of the importance in collecting diversity data but recognises that previous resident profiling needs updating and this strategy will take full account of the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 in ensuring only data meeting that strict criteria will be collected. This strategy focuses on the effect of a resident's protected characteristic on access and communication, resulting in much more effective outcomes. Although some specific data is required by regulatory authorities, residents will become much more familiar with DBC colleagues asking if they have "any additional or specific needs or requirements we should be aware of".

Foster good relations

Fostering good relations is defined as the need to

- tackle prejudice, and
- promote understanding

DBC will continue to work with voluntary and support groups for a variety of diverse communities within the areas it operates. With the long standing funding constraints in the statutory services associated with local authorities, such as social services and community mental health teams, fostering relations with community groups and the "third sector" has never been more relevant and necessary.

Our residents

Only by understanding who lives and works in DBC will we be able to provide appropriate and good quality services that meet the needs of our Borough's different communities. The information we hold about our communities is not adequate and we shall endeavor through the timeframe of this strategy to ensure that we evaluate and fully understand the needs of our Community. Using

available information (internally and externally) to date we will develop an improved resident profile of DBC.

Delivering equalities at Dacorum

DBC will take responsibility to ensure that equality is integrated into service delivery and this strategy demonstrates our commitment to embedding equality and diversity practices in everything we do.

The strategy intends to:

- Inform Councillors, staff and the local community
- Provide direction, policy and initiatives
- Co-ordinate activity across the Council and ensure it is monitored and evaluated

The Council complies with the legal framework as set out by the Equality Act 2010. In order for the Council to deliver on its top priorities, our equality objectives seek to ensure there are appropriate processes and structures in place, as follows:

- Performance management systems are in place
- Assistant Directors and Group Managers, through their Service Plans have the day to day responsibility of ensuring improvements identified by service planning / community impact assessments are carried out.
- Will work to establish an equality and diversity forum which has the ability to challenge the Council and work with the Council on this strategy.

We aim to ensure that high quality service standards and equality are always maintained. In order to improve access to all, every service user has the right to:

- Receive accessible services and facilities and to be free from discrimination, harassment and victimisation
- Be treated with respect and be provided with accurate and up to date information about Council services
- Feel able to access Council services and not feel excluded due to their gender, race, ethnicity, disability, sexual orientation, religion and belief, age, marital status, level of income, family responsibility and educational attainment.
- Be consulted, directly or through appropriate representatives or groups on the way the Council Plan delivers its services.
- Assurance that contracts with providers and services will be incorporated appropriately with equality principles and that performance against these will be monitored.
- Expect us to procure goods from companies that have in place arrangements to comply with the Council's equality and diversity commitments
- Give feedback and raise complaints about services through clear and easy to use complaints/compliments procedure
- Contribute to the Council's decision making process through consultation and other means. This includes all user representative groups, community groups and those who historically have been under represented.

Other factors

Extremism

DBC takes the Government's Prevent Duty seriously. It is very mindful of the need to make colleagues aware of the safeguarding and national security implications of extremism and radicalisation.

Hate Crime

DBC's zero-tolerance of Hate Crime has already been mentioned in this document. The Home Office recognised motivators of Hate Crime are Disability, Gender Reassignment (Transphobia), Race, Religion and Sexual Orientation (Homophobia). DBC recognises the need for this to be dealt with differently from general ASB as hate crime is often targeted towards an individual and therefore has potential for repeat incidents. DBC will develop a robust Hate Crime Policy and this will be communicated to colleagues and residents.

Domestic Abuse / Violence

Following good practice nationally Dacorum has in place a bespoke Domestic Abuse Policy aimed at protecting all victims and survivors, irrespective of gender or sexual orientation or any other protected characteristic.

Dacorum is mindful of the fact its colleagues can also be victims and survivors of Domestic Abuse and to this end will develop a Domestic Abuse Policy for colleagues.

Child Sexual Exploitation

Child sexual exploitation (CSE) is a type of sexual abuse in which children are sexually exploited for money, power or status. DBC has in place a Safeguarding Policy for Children and Young People. Although CSE is addressed in the policy and in Safeguarding training sessions, Dacorum also includes awareness of CSE in Diversity, Inclusion and Belonging training and reporting mechanisms such as Concern cards.

Supporting the Government's Serious Violence Strategy

The Serious Violence Strategy was published by the Home Office in April 2018. Although much of the strategy is about law enforcement, it also looks at the root causes of the problem and how to support young people to lead productive lives away from violence.

Action in the strategy is centered on 4 main themes:

- tackling county lines and misuse of drugs
- early intervention and prevention
- supporting communities and local partnerships
- law enforcement and the criminal justice response

DBC will raise awareness in Diversity, Inclusion and Belonging Training and in Safeguarding Training of the increasing problems associated with 'county lines', where young people are being recruited into drugs trafficking and dealing outside of the big cities, and 'cuckooing', where vulnerable people have their homes taken over for drugs dealing and in some cases prostitution.

Modern Slavery

Modern slavery is a complex crime that takes a number of different forms. It encompasses slavery, servitude, forced and compulsory labour and human trafficking.

Diversity and Inclusion training sessions and Safeguarding training sessions include examples of Modern Slavery and encourage participants to be familiar with signs and to raise concerns with mechanisms such as the Concern Card.

Community Impact Assessments

DBC is keen in the lifetime of this strategy to improve the frequency and quality of Community Impact Assessments (CIAs). In the past many colleagues have found CIAs (previously EqlAs) to be cumbersome and without clarity or outcome. The new process is much more user-friendly and the aim is for all new policies, decisions, restructures and anything else with potential impact on colleagues or residents to have a CIA in place at time of Executive consideration.

Procurement

Contractors, suppliers and consultants working for or on behalf of DBC represent the face of the organisation and must therefore share the same ethos and approach to diversity and inclusion and the concept of identifying and removing barriers.

Those working with DBC, and any sub-contractors will be expected, in addition to standard partnering terms, to:

- 'Sign up' to this strategy and its objectives
- Provide DBC with relevant requested diversity data on their workforce
- In partnering arrangements agree to invest in and send relevant staff to appropriate diversity and safeguarding training opportunities at DBC
- Report to key DBC colleagues cases where they suspect the safety of children or vulnerable adults may be at risk

Unconscious bias

Implicit or unconscious bias happens by our brains making incredibly quick judgments and assessments of people and situations without us realising. DBC recognises the need for awareness training to colleagues, and in particular to recruiters and decision makers, on unconscious bias, to enable them to become aware of the groups of people they may have an unconscious bias towards and take action to address it when necessary.

Neurodiversity

Neurodiversity is a relatively new term that refers to people who have autism, dyslexia, dyspraxia, Tourette's, ADHD and other neurological conditions. DBC recognises that all too often we focus on the challenges associated with neurodiverse colleagues and customers, rather than the strengths. Diversity, Inclusion and Belonging training at DBC from 2020 will include awareness training on neurodiversity, estimated to affect about 1 in 5. The awareness training will include factors such as recruitment and performance in the workplace and tailoring support to individuals in the workplace and outside.

Involving customers

DBC recognises that people have differing needs and expectations, and will continue to provide a range of ways in which residents can become involved in discussing their views, including ensuring there are alternatives to formal meetings.

DBC will ensure that non-Council venues used for Council events and purposes are checked for accessibility and other diversity requirements such as food provision and staff awareness.

Colleagues

DBC is proud of its diverse colleague base and genuinely believe respect and inclusion is part of its culture. There is always room for improvement and during the life of this strategy DBC will analyse the representation of colleagues compared to the demographic diversity of the areas in which it operates. This will be done taking full account of GDPR and Data Protection Act 2018. If gaps or trends are identified it will take a proactive role in narrowing or correcting these, including consultation with colleagues, diversity groups within the community, and the use of positive action to encourage under-represented groups to apply for vacancies.

DBC will endeavor to make full use of opportunities within its Apprenticeship Levy to develop a new generation of local authority professionals.

Excellent customer service is about knowing who your residents are and what their specific needs or requirements are, already mentioned in this strategy, but it also requires a happy and inclusive workforce. Throughout the life of this strategy DBC will develop a Diversity and Inclusion Sub-Group predominantly comprising colleagues representing the various protected characteristics – this will liaise directly with the internal Health and Wellbeing Group. It will actively engage with and empower this group in an attempt to improve morale, inclusiveness and general quality of life for all colleagues in what is recognised as a very stressful sector to work in. Activities such as social events, cultural festivities, dress-down days, celebration of national foods and charity events will form part the promotion of diversity within the organisation.

DBC's 10 point commitment

In addition to the Diversity, Inclusion and Belonging Policy Statement, DBC has chosen a simple 10 point commitment to equalities, diversity and inclusion to summarise its priorities.

Dacorum Borough Council's commitment to Equalities, Diversity and Inclusion

In the period 2021 to 2023 we will focus on the following 10 aims:

- 1 Ensuring that the Council has a representative workforce; reflecting the diverse makeup of the area in which we operate
- 2 A continuation of encourage staff to challenge stereotyping and discriminatory practices: within the offices and outside
- 3 That Members and staff continue to receive the latest best practice and training on equality, diversity and belonging, including neurodiversity
- 4 That our procurement practices continue to ensure contractors and suppliers demonstrate a genuine culture of inclusion and equality of opportunity
- 5 Further promotion of our zero-tolerance approach towards hate incidents and hate crime
- 6 Improve our performance in ensuring resident-facing policies and procedures are subject to effective community impact assessments
- 7 That victims and survivors of domestic abuse (residents and colleagues) are supported and signposted to the most appropriate agencies
- 8 That residents representing all protected characteristics are encouraged to become involved in shaping services
- 9 Increase awareness of diversity-related safeguarding issues including extremism and radicalisation, child sexual exploitation, modern slavery and young gangs among staff, Members and the community
- 10 Develop working relations with more "third sector" agencies representing and supporting diverse communities and groups

	Action	Who's responsible	Support from	Any Budget / Resource requirement	Target completion date	RAG	Current progress / comments
1	<p>Diversity and Community Inclusion Officer</p> <p>The development and implementation of the plan will require dedicated resource. Whilst this could be provided by consultancy support in the first instance for resilience and ownership it should be a permanent post</p>	CMT/Cabinet/Council	Equalities and Diversity Reference Group	Yes	Budget agreement Feb 2021 Post filled May 2021		Case for creating and funding the post will be included in Cabinet report in December
2	<p>Modern Slavery Statement and policy</p> <p>A DBC specific Slavery and Human Trafficking statement is required under the Modern Slavery Act 2015 (to be updated annually) together with a specific</p>	Diversity and Community Inclusion Officer Safeguarding officer CMT/Cabinet	Equalities and Diversity Reference Group	Minimal	Summer 2021		
3	<p>Hate Crime Policy</p> <p>Produce Hate Crime Policy (stand-alone) to ensure zero-tolerance towards all forms of 'hate' - communicate appropriately to colleagues and residents</p>	Diversity and Community Inclusion Officer Safeguarding officer CMT/Cabinet	Equalities and Diversity Reference Group	Minimal	Summer 2021		
4	<p>Diversity database</p> <p>Review use of resident profiling information and data. Identify best use of this to improve services to vulnerable people and those with specific needs or requirements.</p>	Diversity and Community Inclusion Officer	Equalities and Diversity Reference Group	Low	Ongoing		

	Action	Who's responsible	Support from	Any Budget / Resource requirement	Target completion date	RAG	Current progress / comments
5	<p>Community Impact Assessments</p> <p>Introduce effective and workable system of Community Impact Assessments (CIA), including a corporate procedure; with key colleagues trained on its use.</p>			N/A	N/A		Achieved
6	<p>Disability Confident Programme</p> <p>This replaces the disability 'two ticks' and now need to review DBC's approach to allow adherence to the Disability Confident Scheme Ensure managers of people are trained in the Social Model of Disability (adopted by UK government and World Health Organisation as it separates impairment from disability and better identifies barriers to overcome)</p>	Diversity and Community Inclusion Officer HR CMT/Cabinet	Equalities and Diversity Reference Group	Yes			
7	<p>Procurement and Contractor compliance</p> <p>We already require prospective contractors and partners to demonstrate compliance with DBC's Equalities, Diversity & Inclusion Strategy at tender stage. Review how we monitor and control this.</p>	Diversity and Community Inclusion Officer Procurement Team		No	Ongoing as contracts require re-procurement		Refinement rather than complete redraft

	Action	Who's responsible	Support from	Any Budget / Resource requirement	Target completion date	RAG	Current progress / comments
8	<p>LGTB</p> <p>Review the Council's approach to the LGTB community (both staff and residents) to ensure a better understanding and recognition of needs, and appropriate action to improve</p>	Diversity and Community Inclusion Officer HR	Equalities and Diversity Reference Group		ongoing		
9	<p>Employee demographic profile</p> <p>Current diversity profile of employees and comparison with general demographic profile is incomplete – identify approaches to redress any information gaps and imbalances. Consider the adoption of positive action (as defined by Equality Act 2010) when under-representation has been identified.</p>	Diversity and Community Inclusion Officer HR	Equalities and Diversity Reference Group	Low	March 2022		
10	<p>Employee involvement</p> <p>Review effectiveness of colleague groups in highlighting and addressing any specific diversity actions related to protected characteristics. Review need for separate groups, or having a single/combined diversity forum. Work with internal Health & Wellbeing Group and adapting their terms of reference to include Diversity and Inclusion.</p>	Diversity and Community Inclusion Officer, HR, Work with internal Health & Wellbeing Group and adapting their terms of reference to include Diversity and Inclusion.	Equalities and Diversity Reference Group	N/A	Ongoing		

	Action	Who's responsible	Support from	Any Budget / Resource requirement	Target completion date	R A G	Current progress / comments
11	Incorporation of equality and diversity action in Service Plans Delivery of requirements emerging from the action plan	ADs/GMs		N/A	Annual		
12	Broadening liaison with and involvement of community and interest groups Liaise with the 'third sector' to explore the possibility of an equalities and diversity forum and/or direct communication with organisations from protected groups	Diversity and Community Inclusion Officer Community Partnerships	Equalities and Diversity Reference Group Community Action Dacorum	Yes			

Agenda Item 10



Report for:	Cabinet
Date of meeting:	15 December 2020
Part:	1
If Part II, reason:	

Title of report:	Garage Programme Update
Contact:	<ul style="list-style-type: none"> • Andrew Williams, Portfolio Holder for Corporate and Contracted Services • Margaret Griffiths, Portfolio Holder for Housing • Linda Roberts, AD People, Performance and Innovation, Author/Responsible Officer • James Deane, Corporate Director (Finance and Operations), Garage Programme Sponsor • Fiona Williamson, AD Housing, Garage Programme Sponsor • Samantha Raggatt, Garage Programme Manager (contractor)
Purpose of report:	<p>1. The purpose of this report is to provide Cabinet with an update on:</p> <ol style="list-style-type: none"> a. The current garage asset position b. Progress of the Garage Programme review and its objectives
Recommendations	Note the progress made to date.
Corporate objectives:	<ul style="list-style-type: none"> • Building strong and vibrant communities • Ensuring economic growth and prosperity
Implications:	<p><u>Financial</u> The review is essential to ensure the garage asset maximises revenue and is appropriately aligned to demand, so that alternative use options can be considered for the generation of capital receipts or alternative revenue streams. The review is being funded from reserves on the basis of spend to save.</p>
'Value for money' implications	<p><u>Value for money</u> The review is being undertaken at market rates for this nature of professional services support.</p>

Risk implications	<p>There is an active risk register for this programme review which is managed by the Programme Board.</p> <p>The main risk for the Council relating to Garages is without any intervention they will be a continued decline of revenue. There is a reputational risk to the Council for the perceived poor management of the garage stock.</p>
Community Impact Assessment	Community Impact Assessment carried out on 7 th January 2020.
Health and safety Implications	There are no specific H&S concerns in this review as such. However Health and Safety implications will be full considered as part of the recommendations that will be developed once the review is complete.
Monitoring Officer/ Deputy S.151 Officer Comments	<p><u>Deputy Monitoring Officer comments</u> There are no legal implications arising from this report.</p> <p><u>Deputy S151 Officer comments</u> There are no financial implications arising from this report.</p>
Consultees:	<ul style="list-style-type: none"> • Jacqueline Hutton, Legal & Corporate Services, DBC • Jonathan Carrington Dunn, Estates and Cleaning Lead Officer, DBC (for Clearing and Ground Maintenance) • Richard Rice, GM, Commercial Assets and Property Development, DBC (for Disposals) • David Barrett, Group Manager, Housing Development • Lucy Tash, Accountant: Housing, DBC (for budgets) • Ben Trueman, GM - Technology & Digital Transformation, DBC (for ICT systems) • Joe Guiton, Team Leader Community Safety & Children's Services (Verge Hardening Programme) • Alan Parry, Business Systems Developer (IT), DBC • Andrew Linden, Procurement Team Leader, DBC • Steve Oakey, Partner, Brasier Freeth • Differentis, Data Analysis Consultants • Aitchison Raffety, Property Consultants, Hemel Hempstead • The Garages Team, Housing, Property and Place
Background papers:	
Glossary of acronyms and any other abbreviations used in this report:	<p>CMT – Corporate Management Team CPW – Community Protection Warning CPN - Community protection Notice</p>

Executive Summary

1. The Garages Project has been running since November 2019. The approach to managing the Garages has had some long-term issues and the project was created

in order to understand the current condition of the stock, establish if there is any demand, improve the letting processes and maximise any income from potential disposals.

2. There has been approximately 4 months of delay to the project as a consequence of the pandemic. However the conditional surveys of all the garages was completed at the end of September 2020.
3. A data model has been generated using the survey data and work has commenced on analysing the data in accordance with the objectives of the project: Protect the revenue stream, Invest in the stock, Streamline the lettings process and continue the disposals programme.
4. The project will report back to Cabinet in April 2021 with an update on further recommendations to ensure that the council has going forwards a professional Garages Letting and Management Service.

Introduction

5. The Garages Project has been running since November 2019. The approach to managing the Garages has had some long-term issues and the project was created in order to understand the current condition of the stock, establish if there is any demand, improve the letting processes and maximise any income from potential disposals.
6. In the previous update the objectives of and the approach to the project were defined. It started looking at the potential pent-up demand as there were many people listed on various waiting lists. There was also an initial review of the Garages team working processes to see how these could be improved.
7. Unfortunately in March 2020 the project was halted due to the impact of the COVID-19 pandemic. This caused a significant delay to the project as the software suppliers (Orchard Pro-Master) furloughed some staff which halted the further development of the tool to be used for capturing condition survey data. In addition we were unable to appoint a condition survey company to carry out the surveys as we were in lockdown.
8. The resulting delays means that the survey of all garage was not completed until the end of September 2020. This data has subsequently been exported from the collection tool and a data model has been created using Microsoft Power BI.

Garages Project Objectives

9. The objectives for the Garages Project were agreed in February 2020 and the initial findings of the project are described in relation to each of the objectives:
 1. Protect the revenue stream
 2. Invest in the stock
 3. Streamline the lettings process
 4. Continue the disposals programme

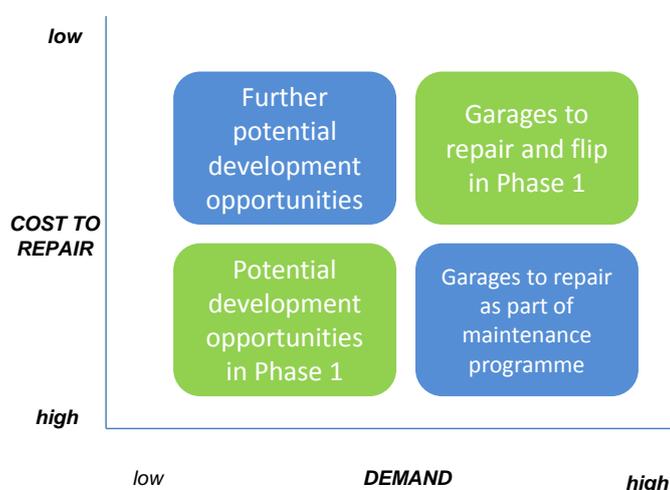
Protect the revenue stream

1. At the beginning of the project, and as reported in February 2020 OSC, the council believed that there were 7,611 garages across 771 blocks. The detailed survey has confirmed that there are currently 7,385 garages in 769 blocks across Dacorum.
2. The reduction in numbers is due to garages that historically have been disposed were not removed from the original data. There are 2,245 void garages of which 1,369 have not been identified disposal and could potentially increase revenue generating capacity.
3. The garages income has consistently increased even when prices were increased. Previous price increases were on an incremental basis - there was scope to increase income but the point of price elasticity was unknown. A big part of this project is to isolate the variables that might have affected demand, and to understand how much demand is genuinely price elastic and how much of previous volatility was down to processes that needed improving, stock refurbishment etc.

Years	Revenue Income	Void Rates
2015/2016	£2.7m	23%
2016/2017 5.3% standard inflationary increase	£3.1m	21%
2017/2018 14.3% price increase, after a Garages Pricing Review, contributed to increased void rates in following years but revenue income increased.	£3.3m	23%
2018/2019	£3.4m	27%
2019/2020	£3.2m	31%

4. From analyzing the income data it can be seen that the current void rate is 31%. From those that are occupied we have determined that we receive income from:
 - Leaseholders 10%
 - Housing Tenants 15%
 - Private Lets 45%

- The diagram below illustrates the approach to identifying which garages should be repaired in Phase 1 and which garages could be considered for future disposal.



Invest in the stock

- The logic to repair those with estimated low costs to repair in areas of high demand means that the council should be able to flip these garages quickly for rental. This in turn will provide additional income to help fund the further repair and maintenance work that is required across the garage estate.
- Once identified the project will need to develop a tender for this work and explore how and when it can be completed. The council are actively considering how this could be awarded to a local company as part of the council's response to post-COVID recovery.
- As the model has only just been completed, it will take some further time to identify the number of garages suitable for Phase 1 and the likely cost of work. This and the tendering process means that it likely that the work should aim to start in April 2021

Streamline the lettings process

- Initial work completed at the beginning of the year was to work through back-log of waiting list. There is still a requirement to continue to do some data cleansing and consolidate into a single list going forward.
- Although some investigations were made into looking at either procuring or developing an online garage management system at this time the team feel that the improvements would not warrant the expenditure. However it will be possible working with the council's own Development Team to ensure that there is an easy to use garage request solution for potential customers going forward.
- The current team has performed very well despite the problems in working that occurred during the first lockdown. Despite all the challenges there has been an increase in rents and income when compared to the previous year. Going forward the team will also look into advertising and marketing to support take up where voids are being repaired and made available.

12. Further process improvement is required to develop the service into a professional Garages Letting and Management Service. This will include a review of future organisation needed to deliver it and will be managed by the current Project Manager.

Continue Disposals Programme

13. The garage disposal programme over the last 5 years has been particularly successful in achieving the Council's corporate ambitions. It has generated £8.56m of capital receipts to support the delivery of the capital programme whilst minimising the revenue impact of borrowing; it has seen a number of sites developed by Housing Associations delivering much need affordable housing across the borough, which in turn has enabled Right-to-Buy receipts to remain within Dacorum rather than being returned to Central Government. One of the objectives of this project is to continue benefitting from an evidence-based disposal programme.
14. In addition to those garages and sites that have already been earmarked for development, the data model can be used to identify those garages that are in areas of high cost to repair and low demand. These sites will be investigated to see if they can be developed for alternate use. It may also be appropriate to demolish if these are areas subject to continued Anti-Social Behaviour.
15. When thinking about disposals other issues such as parking consideration as well as proximity to other potential disposal sites will be taken into account when considering the best solution for the site.
16. The next phase of the disposal programme is underway and Heads of Terms have been agreed in principle. The sales have been targeted at Housing Associations so that as well as providing capital receipts to the council it is a ways to ensure an increase in the number of affordable homes across the Borough. The purchaser intends to build low density affordable homes. The agreed Heads of Terms are subject to contract, due diligence & approval. Sites are sold unconditionally – i.e. without planning. Any future development of the site is subject to DBC's planning process.

Next steps

17. The following list shows the further steps that the Project will be considering going forward:
 - a. Complete identification of low cost of repair/high demand void garages to flip and re-let.
 - b. Produce a tender for this tailored programme of works for Repairs, preferably targeting a local company, to start the repairs from April 2021.
 - c. Identify further potential development sites to be investigated from high cost of repair/low demand data.
 - d. Develop approach for on-going maintenance plan to cover remaining garage stock on a cyclical basis.

- e. Continue to improve and streamline letting processes in advance of a large number of garages being made available to rent.

18. It is proposed that the project should report again to Cabinet in March 2021.



Report for:	Cabinet
Date of meeting:	15 December 2020
PART:	1
If Part II, reason:	

Title of report:	Committee Timetable 2021/22
Contact:	Councillor Williams, Portfolio Holder for Corporate and Contracted Services Author/Responsible Officer: Mark Brookes, Assistant Director (Corporate and Contracted Services) Katie Mogan, Corporate and Democratic Support Lead Officer
Purpose of report:	To seek approval of the Meeting Timetable for 2021/22
Recommendations:	That Cabinet recommends Council approve the Meeting Timetable for 2021/22 as set out in Appendix A to this report.
Corporate objectives:	The various meetings of the Council, Cabinet and Committees support the achievement of the Council's Corporate Objectives.
Implications: 'Value For Money Implications:'	Approval of the Meeting Timetable enables Members and Officers to manage forward decision making planning.
Risk Implications	Not applicable.
Community Impact Assessment	Not applicable.
Health And Safety Implications	Not applicable.

Monitoring Officer/ S.151 Officer Comments	<p>Deputy Monitoring Officer: No comments to add to the report.</p> <p>Deputy S.151 Officer: No comments to add to the report.</p>
Consultees:	The Leader of the Council and Corporate Management Team.
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	<p>DMC – Development Management Committee F&R OSC – Finance & Resources Overview and Scrutiny Committee SPAE OSC – Strategic Planning & Environment Overview and Scrutiny Committee H&C OSC – Housing & Community Overview and Scrutiny Committee</p>

BACKGROUND

1. Attached at Appendix A is a draft timetable showing the proposed dates for the meetings of the Full Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees for the municipal year 2021/22.
2. The timetable includes dates for the regular cycle of meetings for Council, the Cabinet, the Overview and Scrutiny Committees and the regulatory Committees such as Development Management, Standards and Licensing.
3. Appeals have not been scheduled on the timetable. These used to be scheduled on a Monday but due to the small number of Appeals that happen throughout the year, these are arranged by Corporate and Democratic Support when required subject to officer and member availability.
4. The three main Overview and Scrutiny Committees have been scheduled seven meetings in the year plus the two Joint Budget meetings which involves all three scrutiny committees. In addition, a number of "Call-in Contingency" dates have been set aside for call-ins arising from any of the Committees.
5. Monday evenings are mostly left free to enable those Members who are also Parish or Town Councillors to attend Town or Parish Council meetings which are traditionally held on Mondays.
6. School holidays are shaded and meetings are kept to a minimum during that time.
7. Considerations made when compiling the timetable include:
 - the timetable starting point is organised around DMC and Full Council
 - needing to align O&S committees with the Quarterly Performance reporting schedule
 - budget setting process
 - Audit regime - Audit of Accounts
 - date of Annual Council
 - same day of the week for ease/consistency
 - Member availability
 - dates of Elections
 - dates of School Holidays

Dacorum Borough Council – Meeting Timetable 2021/2022

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	
MON							1							MON
TUES		1					2 Finance & Resources OSC			1	1 Health in Dacorum			TUES
WEDS		2 MDSG			1 Housing & Community OSC		3	1 Joint Budget OSC		2 Joint Budget OSC	2 Housing & Community OSC			WEDS
THUR		3	1 Development Management		2 Development Management		4 Development Management	2		3	3			THUR
FRI		4	2		3	1	5	3		4	4	1		FRI
SAT	1	5	3		4	2	6	4	1	5	5	2		SAT
SUN	2	6	4	1	5	3	7	5	2	6	6	3	1	SUN
MON	3 BANK HOLIDAY	7 JNC	5	2	6 JNC	4	8	6	3 BANK HOLIDAY	7	7 JNC	4	2 BANK HOLIDAY	MON
TUES	4	8 Finance & Resources OSC	6 Finance & Resources OSC	3	7 Finance & Resources OSC	5 Finance & Resources OSC	9 Audit	7 MDSG	4	8 Call-in contingency	8 Finance & Resources OSC	5	3	TUES
WEDS	5	9 Health in Dacorum	7 Strategic Planning & Environment OSC	4	8 Audit	6 Call-in contingency	10 Housing & Community OSC	8 Health in Dacorum	5 Finance & Resources OSC	9 Audit	9	6	4	WEDS
THUR	6 ELECTION	10 Development Management	8	5	9	7	11	9 Standards	6 Development Management	10	10 Development Management	7	5	THUR
FRI	7	11	9	6	10	8	12	10	7	11	11	8	6	FRI
SAT	8	12	10	7	11	9	13	11	8	12	12	9	7	SAT
SUN	9	13	11	8	12	10	14	12	9	13	13	10	8	SUN
MON	10	14	12	9	13	11	15	13	10	14	14	11	9	MON
TUES	11 Group meetings	15 Strategic Planning & Environment OSC	13 Group meetings	10	14 Group meetings	12	16 Group meetings	14 Cabinet Licensing	11 Strategic Planning & Environment OSC	15 Cabinet Licensing	15 Cabinet	12 Group meetings	10 Group meetings	TUES
WEDS	12 Annual Council	16 Housing & Community OSC	14 Full Council	11	15 Full Council	13 Housing & Community OSC	17 Full Council	15 Call-in contingency	12 Housing & Community OSC	16	16 Strategic Planning & Environment OSC	13 Full Council	11 Annual Council	WEDS
THUR	13	17 Member Development	15 Call-in contingency	12 Development Management	16 Standards	14 Development Management	18 Member Development	16 Development Management	13	17 Development Management	17 Member Development	14	12	THUR
FRI	14	18	16	13	17	15	19	17	14	18	18	15 BANK HOLIDAY	13	FRI
SAT	15	19	17	14	18	16	20	18	15	19	19	16	14	SAT
SUN	16	20	18	15	19	17	21	19	16	20	20	17	15	SUN
MON	17	21	19	16	20	18	22	20	17	21	21	18 BANK HOLIDAY	16	MON
TUES	18	22 Cabinet	20 Cabinet	17	21 Cabinet Licensing	19 Cabinet	23 Cabinet	21	18 Group meetings	22 Group meetings	22 Licensing	19 Cabinet	17	TUES
WEDS	19	23 Audit	21 Housing & Community OSC	18	22 Strategic Planning & Environment OSC	20 Strategic Planning & Environment OSC	24 Strategic Planning & Environment OSC	22	19 Full Council	23 Full Council	23 MDSG	20	18	WEDS
THUR	20 Development Management	24 Standards	22 Development Management	19	23 Development Management	21	25 Development Management	23	20	24	24 Standards	21 Development Management	19 Development Management	THUR
FRI	21	25	23	20	24	22	26	24	21	25	25	22	20	FRI
SAT	22	26	24	21	25	23	27	25	22	26	26	23	21	SAT
SUN	23	27	25	22	26	24	28	26	23	27	27	24	22	SUN
MON	24	28	26	23	27	25	29	27 BANK HOLIDAY	24	28	28	25	23	MON
TUES	25 Cabinet Licensing	29 Licensing	27 Licensing	24	28 MDSG	26 Licensing	30 Licensing	28 BANK HOLIDAY	25 Cabinet Licensing		29 Audit	26	24 Cabinet Licensing	TUES
WEDS	26	30	28 Audit	25	29 Health in Dacorum	27 Member Development		29	26 Member Development		30 Call-in contingency	27	25	WEDS
THUR	27		29 Member Development	26	30 Member Development	28		30	27 Development Management		31 Development Management	28	26	THUR
FRI	28		30	27		29		31	28			29	27	FRI
SAT	29		31	28		30			29			30	28	SAT
SUN	30			29		31			30				29	SUN
MON	31 BANK HOLIDAY			30 BANK HOLIDAY					31				30 BANK HOLIDAY	MON
TUES				31									31	TUES

DCSP = Dacorum Community Safety Partnership
 JNC = Joint Negotiating Committee
 DEF = Dacorum Environmental Forum

H & C OSC = Housing & Community Overview & Scrutiny Committee
 SPAE OSC = Strategic Planning & Environment Overview & Scrutiny Committee
 F & R OSC = Finance & Resources Overview & Scrutiny Committee

School holiday dates are shaded