

CABINET AGENDA



TUESDAY 23 NOVEMBER 2021 AT 7.30 PM

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 Anderson
Councillor Griffiths (Deputy Leader)	Councillor Banks
Councillor Elliot	Councillor Barrett

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

AGENDA

1. MINUTES (Pages 3 - 8)

To confirm the minutes of the meeting held on 19 October 2021

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 9)

7. CLIMATE & ECOLOGICAL EMERGENCY UPDATE (Pages 10 - 80)

8. TREASURY MANAGEMENT 2020/21 OUTTURN POSITION (Pages 81 - 88)

9. Q2 REPORTS (Pages 89 - 108)

10. BERKHAMSTED SPORTS CENTRE (Pages 109 - 130)

11. APPOINTMENT OF PRINCIPLE CONTRACTOR FOR ARAGON CLOSE MODULAR MOVE ON ACCOMMODATION (Pages 131 - 154)

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.

13. APPOINTMENT OF CONTRACTORS FOR HOUSING DEVELOPMENT (Pages 155 - 168)

MINUTES

CABINET

19 OCTOBER 2021

Present:

Members:

Councillors: Williams (Leader)
Griffiths (Deputy
Leader)
Anderson
Banks
Birnie
Douris
Tindall

Officers:

	Corporate Director – Finance and Operations
James Doe	Assistant Director - Planning, Development and Regeneration Assistant Director, Corporate and Contracted Services
Nigel Howcutt	Assistant Director - Finance and Resources Assistant Director – Housing Group Manager - Strategic Planning and Regeneration Group Manager, Strategic Housing
Paul Hunt	Supported Housing Lead Officer
Oliver Burrough	Corporate Graduate
M Kange	Corporate and Democratic Support Lead (minutes)

Also Attendance:

The meeting began at 7.30 pm

CA/69/21 MINUTES

Minutes of the meeting held on 21 September 2021 were agreed by Members present and signed by the Chair.

CA/70/21 APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllrs Elliot and Barrett and Claire Hamilton and Mark Gaynor.

CA/71/21 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA/72/21 PUBLIC PARTICIPATION

There was no public participation.

CA/73/21 REFERRALS TO CABINET

There were no referrals to Cabinet.

CA/74/21 CABINET FORWARD PLAN

The forward plan was noted.

CA/75/21 ECONOMIC RECOVERY STRATEGY

Cllr Anderson introduced the report.

CTaylor added; this plan has a lot of ambition, it is evidence based, gathered through recent economic profile. Focused over 6 themes, each addressing an area highlighted by that evidence. Lots of robust business partnerships and the pooling their resources alongside our own to help our economy recover from the pandemic. Aim is to make sure benefits can be felt to our economy across the board and by everybody. Being overseen by a board, currently pulling together action plans under each theme to present to that board delivery within the next 12 months.

Cllr Williams commented that pre-COVID our town centres were changing and the pandemic has accelerated that change; anything we can do to help that recovery is commendable.

Recommendations Agreed.

To approve the Economic Recovery Plan as outlined in the report and at Appendix 1.

CA/76/21 FINANCIAL REGULATIONS

NHowcutt introduced the report and welcomed questions.

Cllr Birnie asked, with regard pg.46 and authorisation levels; what is there to stop a capital acquisition being divided into smaller chunks so it exceeds the level of authorisation and only becomes evident after the fact?

NHowcutt responded that there are financial controls in place for all acquisitions.

Cllr Williams commented his presumption that these sign offs and authorisations would have to go through due processes before they were able to complete sign off?

Cllr Birnie clarified his question, asking; would it be possible for this to happen inadvertently rather than a deliberate act?

NHowcutt gave reassurance that the same controls that are in place now will be in place under these new regulations. Stating that in relation to Council acquisitions, you have to have approved budget and financial control in place first, just having the want and/or will to authorise something is not as simple as just being able to do so.

Cllr Birnie referred to pg.83, and asked; what is Business World Unit approval?

NHowcutt responded to advise this is the name of the finance software system where all our sign offs are carried out.

Recommendations Agreed.

To approve the updated Financial Regulations 2021.

CA/77/21 RIVER GADE RESTORATION AND IMPROVEMENTS TO GADEBRIDGE PARK PROJECT

Cllr Anderson introduced the report in Cllr Barrett's absence.

Cllr Birnie referred to the fence, an item which he advised has been discussed in great detail at SPAE OSC and with the Environment Agency also being in favour. Cllr Birnie expressed that it was a concern that both children and dogs should be protected and commented that the sort of fencing we already have further down the park does not interfere with the view in any way and would be suitable.

Cllr Griffiths commented on the importance of this project, highlighting that this will go ahead whether we encourage it or not and clarifying that as a Council we want to ensure we get all the amenities in the park to make it an excellent scheme. It is important that we are involved in those discussions and able to fund those items to make it an enjoyable environment for our residents.

Cllr Williams agreed with Cllr Griffiths comments, adding that when we are agreeing to our contribution, a decision he advised would go to Council, any agreed payment will be about getting over and above what would have already been put in place following the work by the Environment Agency to the river; to enhance the experience for park users. We are increasing residential provision in the town centre, most of which do not have their own outdoor space, so the more we can do to enhance these public spaces the more provision we are making for everyone.

Recommendations Agreed.

1. To support the Environment Agency and Affinity Water Ltd in the restoration of the river Gade and improvements to Gadebridge Park project.

2. To approve access to Gadebridge Park for the Environment Agency and its contractors to carry out restoration and improvement works during 2022.
3. To approve, subject to Council, a contribution of up to a maximum of £130,000 for Environmental Amenity works as part of the project.
4. To delegate authority to the Assistant Director Neighbourhood Delivery in consultation with the Portfolio Holder of Environmental Services to agree expenditure up to a maximum of £130,000.
5. To delegate authority to the Assistant Director Neighbourhood Delivery in consultation with the Assistant Director (Corporate and Contracted Services), Legal Governance Management to approve legal agreements and documentation between the Council and the Environment Agency and Affinity Water Ltd.

CA/78/21 ADDENDUM TO RIVER GADE RESTORATION

See minutes under Agenda item 9

CA/79/21 COVID UPDATE

Cllr Williams introduced the report and handed to MBrookes.

MBrookes advised this is an update on the work that services have been doing in response to COVID. Section 1 focuses on financial, Section 2 on the work being delivered as we move into the recovery stage. There is a £2m pressure this year; in line with what is in reports presented to Cabinet. COVID is an ongoing concern, need to start looking at medium term recovery.

Cllr Birnie referred to pg.193, para.1.13, with reference to the pressure of £130k for temporary accommodation and asked; has this now been mitigated by the relaxation of social distancing?

NHowcutt responded that the data we are looking at in the report is period 5, so the data and costs are pre relaxation of COVID measures. He went on to explain that a lot of refurbishment work was planned to adhere to COVID safety and make single person units which are more expensive and slower, however we are now looking to reshape that. There is an inherent problem in the budget this year linked to socially distancing measures, large part of that is owing to safety of staff and residents; some of those social distancing measures remain in place.

Cllr Birnie referred to the mention of the leisure services and the effect of the pandemic on them, as pg.197 para.2.21. Specifically there is a statement that the position will be monitored on a quarterly basis and the information will be given to Members. Cllr Birnie asked; how will that information be disseminated to Members?

MBrookes responded to advise that reports will go to F&R OSC on these matters, then possibly on to Cabinet if there is any decision to be made on next year's funding.

Cllr Birnie referred to pg.197/198, para.2.23 and the statement about problems of opening communal rooms in sheltered accommodation, which he observed appears

to be due to a shortage of cleaners. The Cllr asked; are Cabinet aware that residents are very upset about this and a number of them have stated that they would be perfectly happy themselves to take part in the cleaning to open these rooms on a more regular basis?

Cllr Williams responded to confirm he is aware and commented that the good news is they are open 2 days a week. Additionally we have funding from County through Health Board to recruit additional cleaners. We are not able to allow residents or volunteers to clean the areas as we are responsible for ensuring they meet the required safety standards.

FWilliamson added that they are in the process of appointing some new cleaners. On the balance of safety risk it was determined it was safer to have a gradual reopening. They have been working with Age UK to look at them running some additional functions in those lounges as they have the correct method statements in place to undertake the cleaning for events they run at those schemes. We recognise the importance of these spaces and are working to get those schemes reopened.

Recommendations Agreed.

- (a) The projected financial impact of Covid-19 for 2021/22 as set out in section 1.
- (b) The service updates provided in section 2.

CA/80/21 ANNUAL INFRASTRUCTURE FUNDING STATEMENT

Cllr Anderson introduced the report, explaining that this is annual statement that the Council is required to publish on their website.

Cllr Birnie referred to payment of £36k on pg.223, table c, asking what that means.

JDoe responded to advise this is a payment in kind.

Cllr Birnie asked; does that mean someone has given the land in lieu of payment?

JDoe confirmed.

Cllr Tindall referred to the sums of money involved and asked; would normal treasury management rules apply or are there specific requirements on how this money is held? Is there an extra income opportunity via interest accrual?

NHowcutt responded that in terms of interest, this would be a very small amount and advised this has to sit in our cash balances and be managed via treasury management.

Recommendations agreed.

Cabinet Notes:

The information provided in the Infrastructure Funding Statement in Appendix 1 and approves its publication as required under the CIL Regulations 2010 (as amended).

CA/81/21 HOUSING ALLOCATIONS POLICY

Cllr Griffiths introduced the report, advising that we currently have 6.5 to 7k people on our register. It is necessary to revise our policy to be in line with the law; when we do, there are always going to be some people who will gain and some who will lose points. There is no change in how many homes we deliver, but about ensuring we are delivering the homes we have to those in the greatest need.

NBeresford confirmed the Housing Allocations Policy is linked to statutory function 6 of Housing Act 1966; we are required to make sure we have an up to date policy and this is a 3 year refresh bringing the strategy up to date. There has been extensive consultation. There are 4 key proposed changes; 1. In terms of capital thresholds to access sheltered accommodation, which is to be removed. 2. Reducing village criteria from 10 to 5 years. 3. Introducing tiered income thresholds for new applicants. 4. Increasing threshold for ages for shared rooms of children of different sexes.

Cllr Birnie referred to pg.270, Appendix H where he referred to a list of figures in regard to waiting lists and it is a comparison between DBC, Hatfield, Stevenage and St Albans. The Councillor commented that it is quite striking how much larger our own waiting list is, and asked; is there any obvious reason for this?

NBeresford responded that DBC is the largest stock retaining authority of the 4 listed. The proposed changes will bring us more in line with those other authorities. Expect to see a reduction in approx. 3,000 applicants on our register.

Cllr Birnie asked, are we changing our policy to align with the others?

NBeresford stated that not directly but that there would be some alignment.

Recommendations agreed.

Cabinet Approves:

The implementation of the new Housing Allocations policy.

CA/82/21 EXCLUSION OF THE PUBLIC

There were no Part II items on the Agenda.

Cllr Williams closed the meeting by advising the committee that this is the last meeting for JDeane prior to his departure and thanked JDeane for his service to DBC, wishing him well for the future.

The Meeting ended at 8.10 pm

CABINET FORWARD PLAN

	DATE	MATTERS FOR CONSIDERATION	Decision Making Processes	Reports to Monitoring Officer/ S.151 Officer	CONTACT DETAILS	BACKGROUND INFORMATION
	14/12/21	Appointment of Contractors for housing development		25/11/21	David Barrett, Group Manager Housing Development 01442 228252 David.barrett@dacorum.gov.uk	•Garage Project A29 PART 2
	14/12/21	Treasury Management 2021/22 Mid-Year review		25/11/21	Nigel Howcutt, Assistant Director Finance & Resources 01442 228662 Nigel.howcutt@dacorum.gov.uk	Defer to January
	14/12/21	Brownfield Land Register		25/11/21	James Doe – Assistant Director (Planning and Regeneration) james.doe@dacorum.gov.uk Alex Robinson – Group Manager Planning and Development Alex.Robinson@dacorum.gov.uk	to consider agree the content of the Brownfield Land Register 2021
	14/12/21	Council Tax Base Report		25/11/21	Nigel Howcutt, Assistant Director Finance & Resources 01442 228662 Nigel.howcutt@dacorum.gov.uk	To be provided
	14/12/21	Benchmark review of Osbourne contract		25/11/21	Fiona Williamson Assistant Director Housing fiona.williamson@dacorum.gov.uk	To be provided
	25/01/22	Climate Emergency Expenditure		06/01/22	TBC	To be provided
	25/01/22	Treasury Management 2021/22 Mid-Year review		06/01/22	Nigel Howcutt, Assistant Director Finance & Resources 01442 228662 Nigel.howcutt@dacorum.gov.uk	To be provided
	15/02/22			27/01/22		

Agenda Item 7



Report for:	Cabinet
Date of meeting:	23 November 2021
Part:	1
If Part II, reason:	

Title of report:	Climate and Ecological Emergency Strategy and High Level Action Plan
Contact:	Councillor Andrew Williams, Leader of the Council and Portfolio Holder for Corporate and Contracted Services Author/Responsible Officer – Mark Gaynor, Corporate Director Housing and Regeneration
Purpose of report:	<p>The report sets out the proposed Climate and Ecological Emergency Strategy and High Level Action Plan which, if approved, will be a public facing document setting out the Council's rationale for declaring the Emergency and the high level actions that it will take in order to meet its pledge agreed in the summer of 2019. It will also provide the basis of measuring progress against the interventions which are required to deliver the pledge.</p> <p>The report has now been considered by the Strategic Planning and Environment Overview and Scrutiny Committee and Cabinet is asked to consider any observations it has made.</p>
Recommendations	<ol style="list-style-type: none">1. That the Climate Emergency Strategy and high level Action Plan, set out as Appendix One of this report, be approved.2. That this be published, following layout and presentation support from the Communications Team, on the Council's website with final approval to be delegated to the Chief Executive in conjunction with the Leader of the Council.3. That the high level Actions set out in the report be incorporated into Service and Budget Planning for 2022/23 onwards.

	<p>. 4. That a further report be brought to Cabinet in 2022 setting out the funding requirements to achieve the medium-term action plan deliverables. This should include the indicative capital programme for the climate emergency for the MTFS period.</p>
Period for post policy/project review	<p>The Climate and Ecological Strategy and high level Action Plan will ultimately be reviewed in 2030 but it has already been agreed by Cabinet that there will be an annual report made to Cabinet and Council. This will set out the progress made in the previous 12 months, it will measure and monitor against the Council's baseline carbon emissions and outline the specific targets and actions for the forthcoming year. In addition, there will be periodic reporting to both Cabinet and the Strategic Planning and Environment Overview and Scrutiny Committee.</p>
Corporate objectives:	<p>The Council's Climate and Ecological Emergency Strategy and Action Plan will support all 6 corporate objectives:</p> <ul style="list-style-type: none"> • <i>Safe and clean environment</i>: e.g. contains actions relating to the quality of existing environments and design and layout of new development that promote security and safe access; • <i>Community Capacity</i>: e.g. provide a framework for local communities to be better informed and involved in climate emergency mitigation; • <i>New and Affordable housing</i>: through both direct delivery and setting improved sustainability requirements in new homes would help to reduce both the cost of energy and water and the carbon emissions the homes would produce; • <i>Dacorum delivers</i>: fulfilling the zero carbon pledge will make a huge contribution to local sustainability and assist in the national target to reach zero carbon as a nation by 2050; • <i>Regeneration</i>: the strategy and action plan will provide improvements to air quality, biodiversity, and opportunities for cycling and walking as well as major economic potential for 'green' businesses. • <i>Climate and Ecological Emergency</i>: the strategy and action plan is focused on meeting the Council's pledge to be zero carbon on its own emissions by 2030 for Scopes 1 and 2, and 2050 for Scope 3
Implications:	<p><u>Financial</u></p> <p>To date, all expenditure on tackling the Climate and Ecological Emergency budget is met from existing service budgets. The financial implications of achieving the Strategy are not, as yet, fully and finally costed so, when firm costings are</p>

<p>Value for money implications</p>	<p>developed, they will be factored into the Medium Term Financial Strategy and subsequent budgeting processes. It is clear that a number of the actions will require resources in addition to those in existing budgets and, in some cases – in particular the retrofitting of Housing Revenue Account and General Fund Buildings to reach net zero carbon, the decarbonisation of the Council's fleet and machinery, and any Offsetting arrangements required – the cost could be substantial.</p> <p>These costs are set out in more detail in Appendix 2. The level of the costs – if not mitigated by central government support – may have a significant impact on the Council's capital resources over the next eight and a half years. They will not have an impact on schemes already in the capital programme.</p> <p>There will be additional costs for 2022/23 which will need to be considered in this year's budget setting process and these are set out in the report (see Appendix 2 below).</p> <p><u>Value for money</u></p> <p>The aim of the Climate Emergency Strategy and Action Plan is to reduce the carbon footprint of the Council's activities. Procurement by the Council, in the future, will continue seek value for money but will also need to take account of the carbon impact.</p> <p>Accessing grant support, either direct from government or via obligations placed on utility providers, and working with the private sector as it too works towards moving to net zero carbon will be essential to reduce the overall expenditure the Council will face. This will require some additional capacity where the processes are complex and, given that government grant funding often requires 'shovel ready' schemes, off the shelf developed projects.</p>
<p>Risk implications</p>	<p>A Risk Assessment will be completed and added to the Council's Strategic Risk Register and this will be in conjunction with the completion of the Strategy. The larger individual projects will incorporate risk factor assessments in their project management delivery plans. It is proposed that inclusion of the Climate and Ecological Emergency be incorporated into the Corporate Strategic Risk Register.</p>
<p>Community Impact Assessment</p>	<p>As a whole, the work on the Climate and Ecological Emergency is very demonstrably aimed at protecting the future of all residents. It is proposed to incorporate a full community consultation process once the Strategy and Action plan is approved.</p>

	AQAP Air Quality Action Plan AQMA Air Quality Management Area LDS Local Development Scheme (Local Plan) LGA Local Government Association DCN District Council Network HCCSP Hertfordshire Climate Change and Sustainability Partnership
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1. Executive Summary

1.1 The approach to the Climate and Ecological Emergency Strategy and high- level Action Plan is similar to the initial plan set out in May 2020. Much of the work that has been carried out has involved working with technical specialists to gather evidence, to analyse this and using these reports to form the key areas of intervention and investment.

1.2 The Strategy (attached as a separate document as Appendix One) and high- level Action Plan sets out:

- A foreword which explains why the Council has declared a Climate and Ecological Emergency and the pledge to reach net zero by 2030 for its direct greenhouse gas emissions, and by 2050 for its scope 3 emissions where the Council does not control the energy use of the buildings that it rents or leases.
- A very clear explanation regarding the reality of the emergency, the science behind it and consequences of failing to take action for future generations. This will confirm that the United Nations and the whole of the G20 nations and practically every sovereign state fully accept the reality of the emergency and the need to act.
- The Council's own 'carbon footprint' and the main areas which cause the emissions involved and the areas where the focus of work needs to be.
- The Borough and National position to assist in ensuring that the Council can support work by government, other public sector bodies, the private sector and our residents to secure a Borough and National position of net zero carbon by 2050.
- The high-level actions the Council needs to take. This is set out in two parts. The internal work regarding the Council's services and assets required to meet the 2030 deadline, and for Council Housing and General Fund leased buildings by 2050. The external work sets out how, and where, the Council can assist, through its existing services and with community engagement and partnership, with reaching the 2050 target. Whilst the detailed costs cannot be calculated at this point, the likely scale of expenditure is estimated. This will be reduced by any government support offered over the lifetime of the plan. These are set out in Appendix 2.

2. The High Level Internal Actions to achieve the Council's Climate and Emergency pledge are:

- Retrofitting the Council's Housing Revenue Account homes to reach net zero carbon by 2050 (may require some carbon off setting)

- Retrofitting the Council's General Fund buildings used for Council service delivery to reach net zero carbon by 2030 (may require some carbon offsetting)
- Retrofitting the Council's General Fund building assets leased to other organisations to reach net zero carbon by 2050 (may require some carbon offsetting)
- Decarbonisation of the Council's fleet and machinery by 2030
- New Build Council Housing – raising delivery to ensure all homes built are as close to net zero as possible
- Biodiversity Action to protect the quality of our environment
- Development and delivery of an offsetting policy, plan and investment
- Procurement of contracts for services to require reductions in greenhouse gas emissions to reach as close to net zero carbon by 2030
- Increasing the Council's recycling performance to 60% by 2030 and 65% by 2035 in line with statute.

3 The High Level External Actions – to assist the Borough's residents, businesses and other public sector providers in meeting the national target of net zero carbon by 2050 are:

- Maximising the impact that local residents and groups can have in achieving 'bottom up' action in reducing carbon emissions through community outreach and provision of accurate and up to date information and support to access government and energy company finance.
 - Ensuring the Local Plan requires and delivers the highest sustainability targets for all new development.
 - Achieving a Sustainable Transport Policy and a clear plan, together with HCC as the transport authority, to meet requirements cycling, walking, sustainable public transport. It will also facilitate the delivery of sufficient public and private EV charge points to include rapid charging garages.
 - Supporting owner occupiers, businesses and private landlords to take advantage of all and any government and energy company support available to retrofit homes and premises
 - Ensuring that the Council's Economic Development and Regeneration work seeks to attract 'green' and high-tech business and sustainability investment
- 3.1 The Strategy and high-level Action Plan continues by outlining how the interventions will be delivered and key areas of evidence that have been used – see Appendix Two. Each of the corporate workstream groups are working on more detailed operational plans to ensure delivery within

the expected timescales. As these will change over time, they are not included in the Strategy Document.

4 At the time of submitting this report, the UK government released several key documents which build on the Prime Minister's previous 10 point plan to reach net-zero. The Council will process these, and other significant reports which have been released in the run up to COP26.

- 4.1 The '[Net Zero Strategy](#)' which sets out how the UK government intends to deliver on its commitment to reach net zero emissions by 2050.
- 4.2 The '[Heat and Building Strategy](#)', which sets out the government's plan to significantly cut carbon emissions from the UK's 30 million homes and workplaces.
- 4.3 Once COP26 has concluded and commitments have been made by world leaders and the UK government, we will reflect on these reports and commitments and identify what changes may need to be made to our action plans. These changes will be reflected in a future action plan.
- 4.4 The independent statutory Climate Emergency Committee has produced an independent assessment of the Government's programme which is summarised in Appendix Four. The full document, which sets out both the strengths and the gaps in the strategy can be accessed on: [Independent Assessment: The UK's Net Zero Strategy - Climate Change Committee \(theccc.org.uk\)](https://theccc.org.uk)

5 Recommendations

- 5.1 That the Climate Emergency Strategy and high-level Action Plan, set out as Appendix One and Two of this report be approved.
- 5.2 That this be published, following layout and presentation support from the Communications Team, on the Council's website with final approval to be delegated to the Chief Executive in conjunction with the Leader of the Council.
- 5.3 That the high-level Actions set out in the report be incorporated into Service and Budget Planning processes for 2022/23 onwards.
- 5.4 That a further report be brought to Cabinet in 2022 setting out the funding requirements to achieve the medium-term action plan deliverables. This should include the indicative capital programme for the climate emergency for the MTFS period.

Appendix Two

High Level Action Plan

Climate and Ecological Emergency: Financing the Strategy

1. Introduction

- 1.1 The importance of the world taking collective and decisive action has been heightened by the latest IPCC report which indicates that unless radical steps are taken by Sovereign States and the Business Sector to curb and eliminate greenhouse gas emissions the target of world temperature rise of 1.5C will be breached with catastrophic outcomes.
- 1.2 Work is underway to cost the likely financial impact on the Council, which will be considerable, but will in some cases only be broad estimates at this point because of a range of unknown factors. These include: the actions that government may take and the funding it will make available which are currently unclear; the degree to which the fossil fuel industry loses public subsidy and is restricted; the move away from petrol and diesel vehicles; and, very importantly, the development of a range of viable and affordable zero carbon technologies to allow life to continue in a way that doesn't damage the environment.
- 1.3 Progress on the work has been regularly reported to Cabinet and considerable work is, and has been, taking place. There is an argument that the emergency needs to be tackled quickly but most of the interventions proposed are 'quick wins' which may look good but are not dealing with the fundamentals of what is a complex set of issues. To tackle the emergency requires good base information and a well-researched approach to actions which will span 10 – 30 years. This is what the Corporate Climate and Ecological Emergency Board has been doing. In practice many of the interventions will be progressive and delivered in phases. The best example is on retrofitting homes – there is no point adding Solar PV to a property, for example, if it is not properly insulated. Consequently a 'fabric first' approach is taken to improve the sustainability of homes before on the interventions are put in place

2 Factors to take into account in the Council's financial approach to the emergency.

- 2.1 Whichever way the Council decides to tackle to emergency the potential cost will be considerable, particularly if it has to meet all of the costs itself. This is unlikely to be the case given indications from government but even with support the amount of expenditure required will be considerable and will restrict, to one degree or another, expenditure on the other priorities the Council has identified (particularly capital schemes). Table One, set out below, indicates that the possible cost to the General Fund could be around £40-50M between now and 2050, and £170-200M on the HRA, without extensive government funding. This would be a worst case scenario however.

- 2.2 There are a range of issues which make the long-term costing estimation very difficult to be accurate at this point:
- Competing solutions at different stages of development. Perhaps the best example is whether the future of transport, in particular cars and lorries. Will it be electric or hydrogen powered in the long term? Even within the Electric Vehicle (EV) sector there are regular improvements to battery technology and changes to the charging infrastructure which have an impact on which current solutions to back.
 - The capacity of the relevant sectors to be able to meet the demand required to meet the overall needs within the UK. The government wants to see 600,000 Air Source Heat Pumps (ASHP) installed each year. Currently the capacity is between 50-60K per year and the cost of installation is very high.
 - Uncertainty regarding the government's approach to supporting households, businesses, and the public sector to fund the required action.
- 2.3 The approach the Council has taken is to collect and analyse the starting point (already achieved) and to acquire evidence to support the actions we will need to take (insofar as these are clear at this point). On our buildings a logically sequenced approach is being followed – improve the sustainability of the fabric, in particular the improvement of its insulation, and to ensure that the structures are 'future-proofed' both from the climate and environmental challenges which emerge and the ability to adopt the most effective technology for heating and powering the buildings sustainably.
- 2.4 The Council will need to be nimble and flexible regarding seizing the funding opportunities that may arise. An example is the government's decarbonisation of public building funding which requires the preparation of 'shovel ready' schemes in order to be successful in what is a competitive process (this work is underway). Services across the Council will need support to be able to access the funding that is made available to their areas of operation.
- 2.5 Although not included in the Council's CEE pledge, the national aim is that the UK be net zero carbon by 2050. This means, as a community leader, the Council must play a major part in providing up to date accurate information as to what local people can do to play their part in this transformation – and there is considerable enthusiasm within our communities to do this. This points to the need for an excellent website and social media presence on providing advice and signposting for residents to take action, and on providing direct support for many of our more vulnerable residents to access the funding and organisation of the works required. This will be particularly the case in private housing retrofitting. Working with local groups, businesses, the voluntary sector, Parish and Town Councils and public sector colleagues will be vital.

- 2.6 Finally, insofar as is possible, the action the Council can take early in the period to 2030 will progressively reduce the targets it has to meet though this will be in the context as set out above.

High Level Action Plan

Climate and Ecological Emergency Internal High Level Actions

High level actions the Council will take to ensure it achieves net zero for Scopes 1 and 2 (emissions directly under our control) by 2030 and for Scope 3 (where the Council owns the buildings but doesn't control the use of energy) by 2050 at the latest.

3 Buildings owned and used by the Council to deliver services.

- 3.1 The Council will carry out the surveying work, initially on our main buildings (The Forum, Berkhamsted Civic Centre, Victoria Hall, Cupid Green Depot, Adventure Playgrounds, the two Leisure Centres, the Old Town Hall and Maylands Business Centre) to determine the initial work required to make them as energy efficient as possible. This is in progress. Following this a programme will be drawn up regarding the works required. Initially, this will be largely improvements to insulation plus installation of solar panels where possible. Achieving net-zero will require non-fossil fuelled efficient and economic heating systems which currently are not yet sufficiently developed but should be in the next few years as we move away from gas.

Costing

- 3.2 The initial cost for the surveying work is c. £25K, in budget, and has commenced. This will give an indication of the overall costs of the initial 'fabric first' improvements on insulation and where possible solar on roofs. It is impossible in advance of the survey work do give an estimate but it is almost certainly to be in excess of £10M (a previous costing on Cupid Green indicated a £2.5M cost). This may be reduced by accessing public sector building decarbonisation grants but, in order to receive this costed 'shovel ready' plans must be in place in order to bid successfully which this work will provide. There will need to be a consideration whether all of these buildings will be kept in council ownership given such costs.
- 3.3 There is an issue regarding Cupid Green and the associated target of replacing the Council's fleet with non-fossil fuel alternatives. The current space may make it very difficult to have EV charging points for the 24 freighters – currently they can park efficiently close together in rows. This may not be possible with EV charging and may point to a need for hydrogen powered vehicles. The alternative would be to move to a larger purpose-built depot. The fleet replacement will not be required until 2028 and affordable and efficient non-fossil fuel replacements should be available in 2028.
- 3.4 The deadline for Scope 3 building emissions – where we lease the properties commercially – is 2050. Surveying work will be required to cost a programme but given the scale of operations the ultimate bill will be significant, almost certainly in, or over, a range of £15-20M.

4. Converting the Council's vehicle fleet and machinery from fossil fuel powered to green.

4.1 This will start by replacing petrol/diesel vehicles as they end their useful life. Initially this will focus on the smaller vehicles. Our refuse freighters are only a couple of years old and have a lifespan of 7-8 years – Electric alternatives are not as efficient and are currently considerably more expensive so replacing this part of the fleet is likely to start closer to the 2030 target date. Currently green freighters are c. £100-200K dearer than diesel though this is set to fall, however it is likely that this would cost c.3- £3.5M over the cost of diesel vehicles. If this was for hydrogen then the cost of charging points would not be required.

4.2 The cost of shifting vans and other smaller vehicles is likely to be related largely to the costs of installing the EV charging points as the cost of electric alternatives continues to fall relative to petrol/diesel. See above for comments on the freighters and the continued suitability of Cupid Green Depot.

5. New build Council Housing

5.1 The Council's programme of building new Council homes will achieve at least EPC B and will progressively move as close to net zero carbon as possible. This will require a credible and affordable alternative to gas heating. The cost of achieving genuinely zero carbon rises significantly above the achievement of BREEAM excellent standard. It is estimated from sector examples that cost could increase by 10% from our current costs. At 100 completions per year and build costs of c. £250K per property the additional cost would be £2.5M per year. These costs will be incorporated into the programme in 2022/23.

6. Introducing an effective offsetting programme

6.1 Offsetting is taking action that produces a reduction in greenhouse gas emissions and will be an important part in any carbon reduction plan. Examples are installing green energy such as solar farms and wind turbines, tree planting and other biodiversity work. It may take the form of investment in green projects run by the private or public sector. The Council will inevitably need some carbon offsetting and will introduce an investment programme to deliver this.

6.2 A study carried out by iTree for the Council has indicated that the existing Council owned trees sequester 1000 tonnes of CO₂ per year, which reduces our overall carbon footprint. Additional tree planting is a long-term approach and still hugely important – but takes 30-40 years to reach sufficient maturity to have maximum impact.

Costing

6.3 Initial costs to advise on our approach will cost around £25K for consultancy advice - this would be a one –off cost in 2022/23 and can be incorporated into the work on commercialisation. Any significant investment initiatives will almost certainly require further technical advice to establish a suitable business case. Clearly an intervention to make a significant offset will be substantial, for example a solar farm or

wind power investment, but would aim to be a long-term net income generator.

7. Retrofitting our 10,250 Council homes to achieve net zero carbon by 2050

7.1 As 87% of the Council's emissions come from our council homes this is by far the largest investment that will be needed to achieve net zero carbon. The approach will be 'fabric first' where the energy efficiency improvements like insulation and Solar are done before heating systems are changed. Currently there is no alternative to gas that is affordable to run for many tenants. Air and ground source heat pumps are part of the solution for homes not on the gas grid but they often require a secondary heating supplement to achieve acceptable temperatures. The Council will aim to have delivered the energy efficiency works to 90% of the stock by 2030. Introduction of non-fossil fuel heating will probably commence after 2030 as soon as credible and affordable alternatives have become generally available. It should be noted that the Council's housing stock is already, on average, more efficient than both the private rented sector and the owner-occupied sector.

7.2 The industry estimates for the full costs of retrofitting depend very much on the approach taken. A whole house approach by Energiesprong, for example, will typically cost £30,000 per home. A more gradual approach – awaiting a truly affordable and effective alternative non-fossil fuel heating system – is likely to be around £17,000 - £20,000 per home. Based on the technical work done so far the cost for the whole stock would be in the order of £170 -200M though government grants would reduce this significantly. A full stock condition survey will add further clarity to what is required.

8. Revising the Council's approach to procurement of contracts for services to maximise sustainability in delivery

8.1 This will involve reviewing contracts coming up for renewal or re-tender and for completely new contracts. Procurement Services will work with Services to build in the appropriate requirements.

Costing

8.2 We don't currently have data on what increase in costs would apply, and this would depend on what we were requiring. It is prudent to assume an increase of between 5-10% depending on the contract type and our requirements.

9. Biodiversity Strategy and Action Plan

9.1 The Council is already working on developing a Biodiversity Action Plan and this will guide the way in which we build in more measures to improve biodiversity on Council owned land. This will also assist a wide range of voluntary and other organisations to move their land management in the same direction. Involvement of the community will be vital in helping achieve a biodiversity uplift throughout Dacorum.

- 9.2 The work is underway and but will require some additional funding and capacity depending on the number of trees the Council plants – new trees will need attention and monitoring for some time after initial planting. Many measures could be community led with little Council funding required but others would have both an initial and an ongoing maintenance costs. The level of direct investment by the Council will require an agreed long-term programme the cost of which will emerge over the next few months
- 9.3 It should be noted that the new Local Plan will require all developers and their schemes to deliver ‘biodiversity net gain’ either within their development and if this is not possible paying into a Council operated Biodiversity Fund. This action is likely to exceed the extent to which the Council itself can deliver.

10 Increasing the Council’s Recycling Rate.

- 10.1 The Council will continue to work to increase the recycling rate in the Borough progressively with a recognition that early progress will assist the decarbonisation of the Borough. The Council’s target is to achieve a 60% recycling rate by 2025 and 65% by 2035 in line with statute. Until the government issues its final report on waste collection services (promised by January 2022) it is a high risk to take action in advance of the outcome as part of the proposals were to require waste collection authorities to operate on a similar basis which given the current disparity of approach between authorities may require changes to vehicles, requirements set for residents’ collection, equipment and collection timescales.

Costings - To be determined in 2022/3 for the reasons set out above.

Climate and Ecological Emergency External High Level Actions

High level actions the Council will take to assist the Borough and its businesses and residents achieve net zero carbon by 2050.

According to a report by the Tyndall Centre – one of the UK’s top climate change centres, as a borough, Dacorum must reduce its emissions at a rapid speed in order to remain within its designated carbon budget as per the Paris Agreement. Dacorum’s overall borough emissions need to drop by approximately 57% by 2025 compared to 2019 levels.

The Council accounts for less than 5% of the borough’s emissions. For this reason, a large focus of the Council’s work must be on supporting external action.

11 Ensure that the new Local Plan will result in the highest level of sustainable new development that the Planning regulations allow.

- 11.1 The developing local plan already includes requirements to deliver new development to at least the highest standards within government guidance and to promote net zero carbon development. It also has very strong protection for biodiversity and the environment requiring developers to ensure a biodiversity uplift. Where they can't they will have to pay the equivalent into a 'Biodiversity Offset Fund' which will help local sustainability action.
- 11.2 Another key requirement for larger developments will be for them to demonstrate how they can deliver a sustainable place with a focus on accessible open space, facilities that are in walking distance and making it easier to walk and cycle.
- 11.3 The Local Development Framework budget and reserve can cover the costs of the Local Plan and the Supplementary Planning Document.

12. Develop and implement a sustainable transport plan

- 12.1 This aims to encourage a move away from cars to walking, cycling and use of public transport together with a strategy to ensure we can engage with the private sector to install Electric Vehicle (EV) charging points and rapid charging centres in the Borough and that we have EV charging points in our Council car parks.
- 12.2 This element of work will form part of the Local Plan and all new developments and will be in partnership with Hertfordshire County Council, which is the Transport Authority. The Council will continue to work with HCC on its Local Transport Plan covering the Borough. Some improvements will require government action and funding particularly in the move away from fossil-fuelled vehicles.
- 12.3 We have already carried out a study to predict electric vehicle requirements to 2030. As part of this work, it has been estimated that the number of electric vehicles in the borough will increase to 30,000 by 2030 (currently 1000). As over a third of our residents will be unable to charge their cars at home, in order to meet these demands we are likely to need around 700 charge points in the borough. Working with private sector providers this will form an ongoing and dedicated project to ensure these growing needs are met.
- 12.4 The Council is already taking action to install additional charging points in our own car parks and work on this will start in the next few months. The level of additional progress required, however, cannot be made without the conclusions of the government and HCC's EV strategy.
- 12.5 The Council has already arranged for the installation of EV charging points in those car parks that are open for 24 hours at a cost of £100K covered entirely by grant (though any additional power requirements may have to be met by the council). It is possible that the Council would consider direct investment in conjunction with HCC but this cannot be costed at the moment.

13 The Council will work with home owners and the Private Rented Sector

- 13.1 A very large part of the CO2 emissions occurs through the energy and heating requirements of the owner occupiers and Private Landlord's properties. The government has pledged to ensure that rapid progress is made in achieving net zero carbon in the nations' homes by 2050. The Council will play a key role in providing up to date information and advice to residents who want to improve their homes energy efficiency. Knowing where and how to access grant funding will be crucial and the Council will help in this.
- 13.2 We will also work directly with Private Landlords to make sure that they take advantage of grant support that will improve energy efficiency, making their properties better insulated and in due course as close to net zero carbon as possible and also add value to their properties in doing so.
- 13.3 This is dependent on the government introducing a replacement for the failed Green Homes Grant Scheme which it is understood will be announced later this year. The costs to the Council will be limited but it is likely that additional staff capacity will be required to assist our residents navigating the process. This is likely to be a cost of c.£50K for the first two years of the scheme's operation (assuming to be 2022/23 and 2023/24) after which it may not be needed as the public become more informed and prepared.
The cost for 2022/23 of £25,000 can be met within the £150,000 recommended for the corporate budget.

14 Economic Development Regeneration strategy

- 14.1 The Council is developing an Economic Development Regeneration strategy to ensure that sectors championing delivery of products and services which reduce carbon emissions are supported and encouraged to locate in the Borough.
- 14.2 We are already working with the Enterprise Zone – Herts IQ – at Maylands where 8000 jobs will be delivered in the next 15 years or so with a focus on both getting High Tech and Companies focusing on sustainability. This would include getting off-site construction manufacturers located locally to have a more local input into the new homes for the Borough. Maylands overall has received a £2M decarbonisation grant to assist businesses to become more energy efficient and sustainable.
- 14.3 We will also work with local businesses to help them decarbonise their current operations and to take advantage of the huge amount of work that will take place in bringing the homes in Dacorum up to fully sustainable standard. It is felt that no additional cost will be required on top of resources already in place or earmarked.

15. Community action

- 15.1 Working with our residents and communities will be one of the most important areas that will make a real difference to the Borough overall. Our aim is to provide an easy to access, up to date and informative communications strategy for our residents and businesses to help them play their part on reaching net zero carbon by 2050. Whether encouraging residents to cycle more or turn their thermostats down, behavioural change will be vital to reducing the borough's emissions and increasing biodiversity. Working alongside the community to engage, enable and educate will be critical in order to achieve net-zero by 2050.
- 15.2 The Council will use its 'spheres of influence' to encourage as much change as possible through a wide programme of frequent campaigns and initiatives, utilising local, national and global action. To support with this, Dacorum's Climate Action Network (Dacorum CAN) has been established and will work to deliver this programme, as well as encourage volunteer activities and partnership working and host events. It was successfully launched at an event at the Forum on 3 November 2021. The network will encourage residents to "think global and act local" and will work to bring together local groups and individuals. This will help to drive progress forward, amplify campaign messages, and support local initiatives and projects to get off the ground. A range of sub-groups will be created to focus on specific demographics, such as for schools - Dacorum's Young Climate Action Network (You-CAN), businesses, and Parish and Town Councils, etc. Campaigns and projects run via the Climate Action Network for the community will carry a fluctuating cost which is likely to come from the existing budget.
- 15.3 In order to help encourage action from local groups we have launched an annual Green Community Grant scheme, which has already given away £10,000 to local projects and is recommended to have a budget of £20,000 for 2022/23 to be funded within the Corporate Climate budget..
- 15.4 To keep the community informed and engaged, it is proposed that we will host an annual Climate and Ecological Emergency conference and networking event. This will update on and celebrate progress within the borough, as well as provide an update on the work that needs to be done in order to meet our environmental targets. Alongside this we will also publish annual Climate and Ecological Emergency progress reports on our website, as well as annual emissions reports for the wider borough.
- 15.5 The initial priority is to completely update the Climate and Ecological Emergency presence on the Council's website and social media platforms. This may require some initial but minimal one-off investment of to improve the website but ongoing funding for future publicity, events and campaigns etc. which will require funding each year. The website, events and information campaigns will help establish the Council as a 'go-to' place for information on how to get involved, how to make changes which help the environment, and how to access government

and energy provider funding for improvement in insulation and energy efficiency in our homes.

- 15.6 The Council has recently partnered with the Energy Saving Trust to deliver an energy efficiency app for householders. In order to maximise the impact of this, this initiative is being rolled out through HCCSP. The Council has taken the lead on this and will be the first local authority to be rolling this out in the UK. This has a one-off set-up cost of less than £600 and an ongoing cost of 0.15p per user – which is expected to cost under £1000 a year.
- 15.7 The Council is now funding two posts and has provided a budget of £100K per year from reserves. Given the likely upsurge in community interest and government action resulting from COP26 it is felt that this needs to rise to £150K for 2022/23. The additional £50K would be focused on outreach work with the local community on events and initiatives (some requiring small funding to get off the ground) to help encourage interest and behaviour change.

Estimated cost of Climate and Ecological Emergency

Table One = Summary of initial costing

Action Area	£2022/23	£2023 onwards	Comments
General Fund Buildings Scopes 1&2	£2.5M@	£10 -15 M +@	Choices may have to be made to determine if some buildings would be retained if cost exceeds useful purpose
General Fund Buildings Scope 3	£1.5M@	£20-25M+@	Initial cost required for GF residential premises to meet EPC requirements. On the rest of the portfolio choices may have to be made to determine if some buildings would be retained if cost exceeds likely return
Council House new build (HRA)	£2,5M	£2.5M per annum	Assumes additional cost of £20K per unit on 100 homes delivered a year. This may reduce over time as industry gears up to required scale.
Decarbonisation of Fleet		£3-3.5M TBA	Essentially this is the replacement of the vehicles and machinery for refuse, cleansing and grounds maintenance. There would be costs over and above replacing like for like where the products were dearer and, in the case of electric vehicles, the cost of installation of charging units and any additional power requirements.
Offsetting	£25K	£25K consultancy Investment TBA	Initial consultancy work will be carried out in 21/22, Thereafter schemes selected to be funded would procure the appropriate technical advice for the business plan and the delivery. The aim wherever possible would be to fund projects with a real return and payback for investment.
HRA housing retrofitting (HRA)	TBA	£170-180M@	This will be phased with energy efficiency improvements first followed by non-fossil fuel energy solutions for heating.
Contracts		Likely 5-10% uplift TBA	By requiring contractors/suppliers to deliver services and products in a more sustainable way there will most likely be an increase in costs. This will not be apparent until contracts are retendered.
Biodiversity improvements		Strategy funded Future action to follow the completed strategy	The biodiversity strategy is being worked on and will have an impact in particular on Clean Green and Safe. Residents will be expecting the Council to lead on improving biodiversity and this will have some increase in revenue costs. This will be for the Council to determine in due course
Recycling rate increase		Dependent on outcome of government review of waste collection TBA	The target is to reach a 63% recycling rate by 2025. This will require some changes in operations to achieve and must be done in conjunction with the Waste Partnership and conform to the outcome of the government review due in January 2022. Early indications were that a more consistent approach across

Action Area	£2022/23	£2023 onwards	Comments
			councils would be mandated. Once these are clear a plan can be put in place
Local Plan		N/A	Already covered by Local Plan budget
Sustainable Transport		TBA	This will be funded by a combination of developer contributions, government grants and the private sector identifying market opportunities. The detail of the government's strategy and funding arrangements will be crucial
Private dwelling retrofitting @		£50K for first two years of funded government scheme(s)	This will only be possible when the government is clear on the approach to greening private homes and the level of financial and industry support it is prepared to give. On the assumption that there will be a more effective Green Homes programme the Council's role would be to ensure that it was making up to date information available and provided a degree of support on navigating the system to those households unable to do it on their own. The proposal is that a post be funded for the first two years of any programme.
Economic Development		N/A	Already funded
Community action and information		£50K Increase central budget to £150K a year (£50k Increase)	To meet requirements of providing the best possible information to our residents to achieve the behaviour changes they are seeking with respect of the emergency. Supporting local groups and individuals on community based projects. Increasing Council profile with events, school links and working with businesses. This may require increased staffing capacity in future years.

@ : indicates that grant funding likely to available

Energy efficiency works in Scope 1 General Fund Buildings (i.e. used for Council service delivery)

The Council has commissioned CLS Energy Ltd. – energy and decarbonisation specialists – to carry out surveys of its main buildings to identify 'quick win' improvements in both energy efficiency and consequent emission reductions. CLS will undertake further work to provide a longer term analysis of how best to decarbonise these buildings. Initial work was also carried out on both Hemel Hempstead and Berkhamsted leisure centres as they currently are two of the Council's highest emitters of carbon (though are Scope 3 as they are leased to Everyone Active). -It is intended that the final report from CLS will be presented to Cabinet at the next Climate and Ecological Emergency update. Set out below is a **draft** summary of the recommended works and the payback period.

Building	Cost £ energy efficiency	Cost £ Solar PV	Payback time	Additional works not yet costed
Victoria Hall	5400	2400	Energy: 3 years PV: 4.3 years	Further possibilities of PV
Berkhamsted Civic Centre	7900	12000	Energy: 2.2 years PV: 6.1 years	EV charging points
The Forum	88400		Energy: 1.5 years	
Grovehill APG	18000	CLS has yearly data now so expect costings soon	Energy: 2.7 years	PV and Ground Source Heat pumps EV charge points-to be investigated
Other APG x 3 (proxy)	54000		As above	As above
Cupid Green	46500	350,000	Energy: 2 years PV: 5.6 years	
Cupid Green Fleet	107000		Energy: 1 year	
Maylands Business Centre	11500		Energy: 1.3 years	Additional PV
Hemel Old Town Hall	11,000	2,400	Energy: 2 years PV: 8.6 years	
Berko and Hemel leisure centres		CLS now has the hourly data so we expect costings soon		
Total	349,700	366,400		
Overall Total	716,100			

Sources of technical support and evidence

Emissions Data

- **APSE Energy** – Dacorum’s Carbon Emissions Report

- *The Association for Public Service Excellence (APSE) has a sub-division called APSE Energy which is specifically responsible for supporting local authorities with actions related to the climate emergency. DBC commissioned APSE Energy to collate our emissions information and generate our organisational carbon footprint.*
- **BEIS** - [UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2018 - GOV.UK \(www.gov.uk\)](#)
 - *BEIS have been pulling together local authority carbon dioxide emissions since 2005 – these are the official government figures.*
- **Tyndall Centre** - [Local and Regional Implications of the United Nations Paris Agreement on Climate Change \(manchester.ac.uk\)](#)
 - *The Tyndall Centre is one of the leading climate research centres in the UK and is a trusted expert resource. They have created reports and carbon budgets for each local authority area.*
- **SCATTER** - [SCATTER \(scattercities.com\)](#)
 - *SCATTER is a local authority focussed emissions tool, built to help create low-carbon local authorities. The tool and data provides local authorities and city regions with the opportunity to standardise their greenhouse gas reporting and align to international frameworks, including the setting of targets in line with the Paris Climate Agreement.*

Transport

- **Field Dynamics** - ‘Jumpstart’ report and data.
 - *Field Dynamics are a sustainability consultancy that specialise in electric vehicles and have prior experience working with local authorities. We were one of the first local authorities to work with them on their ‘jumpstart’ report. This required several hours of workshops with officers to tailor a report that was specifically for DBC. The outcome was a report and data for officers to use in future.*
- **Electric Vehicle Residents Survey**
 - *The Council have been running an EV residents survey since February 2020. The survey is ongoing and available on the Council website. It is a useful method of capturing residents’ interest and comments regarding EV charging. Reports can be pulled off at any time.*

Homes

- **Energy Saving Trust** – Home Analytics Data and Report
 - *The Energy Saving Trust is a large independent organisation working to address the climate emergency. Often used by the government for rolling out initiatives to householders. They also work with businesses and local*

authorities. They have a package that they offer to LAs called 'Home Analytics Report' which provides information regarding the actual and accurately forecasted EPC rating of all homes within the borough, as well as information on what actions could be taken to improve home energy efficiency, what these actions would cost, the costs saved on energy bills, the carbon emission savings, etc. The outcome was the report as well as data provided to us which officers can use moving forward.

Biodiversity

- **Treeconomics - iTree reports**
 - *i-Tree is a state-of-the-art, peer-reviewed software suite from the USDA Forest Service that provides urban and rural forestry analysis and benefits assessment tools. The i-Tree tools can help strengthen forest management and advocacy efforts by quantifying forest structure and the environmental benefits that trees provide.*
 - **Eco Inventory Report** – *this provides information about all of the trees growing on council-owned land and the eco-system services that they provide – e.g. flood mitigation, carbon sequestration and associated costs and values of these trees and their management.*
 - **Tree Planting Strategy** – *expert information suggesting where trees could be planted on our own land which we can use in future to create our own tree planting strategies.*
- **Hertfordshire State of Nature Report – Herts & Middlesex Wildlife Trust**
 - *A report created by HMWT which highlights the decline of local wildlife populations and the need for action.*

If you would like to access any of these reports, please email Members Support.

Appendix Three

Climate Change Committee

Independent Assessment of the UK's Net Zero Strategy

October 2021

The full document can be accessed at: [Independent Assessment: The UK's Net Zero Strategy - Climate Change Committee \(theccc.org.uk\)](https://www.theccc.org.uk/publication/independent-assessment-the-uks-net-zero-strategy-climate-change-committee/)

Executive Summary: Overall assessment of the Strategy

The UK's new *Net Zero Strategy* sets out, for the first time, how the UK Government plans to deliver its emissions targets of Net Zero in 2050 and a 78% reduction from 1990 to 2035 (-63% relative to 2019).

Our overall assessment is that it is an ambitious and comprehensive strategy that marks a significant step forward for UK climate policy, setting a globally leading benchmark to take to COP26. Further steps will need to follow quickly to implement the policies and proposals mapped out in the Net Zero Strategy if it is to be a success.

We welcome the Government's recognition that reaching Net Zero and tackling climate change is not only achievable and affordable but essential to the UK's long-term prosperity and can bring wider benefits for society, the economy and the environment.

The pathways for emissions and technologies, and the associated investment, outlined in the Strategy are broadly aligned to those set out by the Climate Change Committee in its advice on the Sixth Carbon Budget. They are accompanied by proposals for credible delivery mechanisms across the economy. The targets cover all the UK's territorial emissions, including international aviation and shipping, and the plans aim to deliver the targets fully in the UK, without recourse to international carbon credits, while avoiding carbon leakage from industry or agriculture. The strategy as a whole is based on cautious assumptions over the lasting impacts of the Covid-19 pandemic and rules for emissions accounting.

The Net Zero Strategy, with its many supporting publications, is an example of a deliverable sector-based strategy for rapid emissions reductions. Following three decades of sustained emissions reduction in the UK, the Strategy sets the path for future decarbonisation consistent with targets for both the near term and the long term that meet the demands of the Paris Agreement. This strengthens the position of the UK Presidency ahead of COP26.

In this assessment we independently appraise the Government's ambitions, its proposed policies to deliver these (both across the economy and in the major emitting sectors), areas

that will require further detail and clarification, and the next steps required to proceed to implementation.

The key strengths of the strategy are its ambition and its scope: •

Ambition. The ambition in the Strategy aligns to the UK's emissions targets. The overall vision is similar to the Committee's: fully decarbonising electricity by 2035 and rapidly electrifying transport, heating and industry, with these actions supplemented by low-carbon hydrogen, carbon capture, and land use change. This vision is backed by clear commitments across the economy, which send strong signals to businesses, investors and consumers (e.g. 40 GW of offshore wind and 5 GW of hydrogen production capacity by 2030).

• **Cross-cutting policies** We are pleased that the Net Zero Strategy begins to set out how the Government will tackle some of the major cross-cutting challenges involved in the transition. There are strong proposals on innovation and engaging business. Progress has been made on governance, including on how national and local government work together, and on skills. There are positive statements of intent on public engagement, on integration of adaptation to climate change and on fair funding, though these are not yet backed by sufficient detail or action.

• **Sector policies (Box 2).** Across the economy the Government has proposed, or begun to implement, credible mechanisms to drive delivery and rapidly scale up private investment. Many proposals (e.g. contract auctions for low-carbon power, a zero-emission vehicle mandate) are largely in line with the approaches that the Committee has recommended, combining regulation, carbon pricing and enabling measures.

• **Implementation.** Some of the policies for delivering the UK's ambitions are already in operation. For many of those that are not, consultations have been undertaken, initiated or tabled for the coming year. This is consistent with full implementation by 2024, as the Committee has recommended. The Government will report on its progress annually. Implementation must move quickly, and when needed adjustments to plans must be rapidly identified and acted upon.

This is a credible package that reflects the scale and breadth of the challenge. It is a material step forward. **For the Strategy to be a success the delivery of these ambitions must follow quickly, requiring key issues to be resolved in the coming months. The Committee will be closely monitoring this progress.**

• **Sector policies.** Few details have been set out for delivery mechanisms in the agriculture sector – a combined decarbonisation strategy for agriculture and land is needed urgently. The Government's ambitions for reduction of emissions from buildings go beyond the Committee's, but policies for buildings are less developed than for other sectors. These must now move forward at pace. Particular priorities that must be followed by urgent action are the consultations on standards and market mechanisms for driving low-carbon heat uptake and development of plans for energy efficiency in owner-occupied homes.

• **Enabling policies.** The Government has not yet put forward plans for a Net Zero Test, as we had recommended, to ensure that all policy and planning decisions are consistent with the path to Net Zero. Such a test is still needed to avoid locking in high-carbon developments. Considerably more action will be required on public engagement and on protection of vulnerable households. The Treasury should build on the analysis set out in its *Net Zero Review* to set out how it will use the tax system to support the transition to Net Zero, and how it will fill the fiscal gap implied by falling fuel duties.

• **Demand measures.** There is less emphasis on consumer behaviour change than in the Committee's scenarios. The Government does not address the role of diets or limiting the

growth of aviation demand in reducing emissions, while policies to reduce or reverse traffic growth are underdeveloped. These options must be explored further to minimise delivery risks from an increased reliance on technology and to unlock wider co-benefits for improved health, reduced congestion and increased well-being.

Overall, the Net Zero Strategy places the UK in a strong position for the COP26 Presidency. It follows the transparent process for developing climate policy set out in the UK's Climate Change Act and is one of the most extensive national strategies for Net Zero published to date by the Parties to the Paris Agreement. It demonstrates many of the key aspects of good climate policy within an overarching strategy that must be adopted more widely if the world is to achieve its agreed climate goals. Crucially, it moves the focus from target-setting to policy development and implementation, which must now follow rapidly and robustly. The Committee will be closely monitoring progress through our regular statutory reports to Parliament.



Dacorum Borough Council's

CLIMATE AND ECOLOGICAL EMERGENCY STRATEGY

DRAFT

Dacorum Borough Council's Climate and Ecological Emergency Strategy

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DECLARING A

CLIMATE & ECOLOGICAL

EMERGENCY

We are facing a climate and ecological emergency

Dacorum and the Climate and Ecological Emergency

Dacorum Borough Council declared a Climate Emergency in 2019 following the release of the International Panel on Climate Change (IPCC) Special Report which announced that we have until 2030 to limit warming to 1.5C or face catastrophic circumstances. Over 75% of other local authorities in the UK have now also made this declaration.

The original IPCC warning has been further cemented by an additional report released in 2021, which gave a 'code red' for humanity and confirmed that human activity is unequivocally to blame for climate change and that we have a very small window of time to mitigate the worst impacts of climate change.

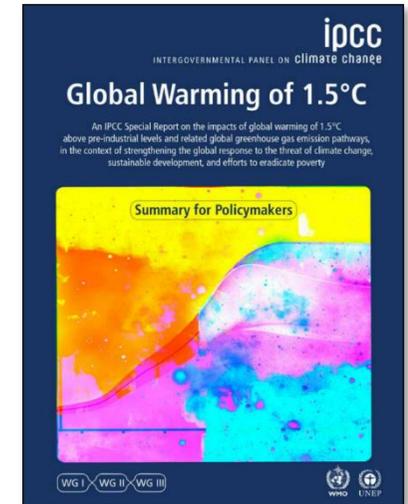
A similarly alarming 'Living Planet Report' was released in 2020, confirming that in the past 50 years global wildlife populations have plummeted by a shocking 68%. Climate change and biodiversity loss are intrinsically linked and it is impossible to talk about the causes and effects of one, without the other. In light of this, we will be working to address both of these environmental issues locally under the term 'Climate and Ecological Emergency'.

As part of our commitment to this work, we have made the Climate and Ecological Emergency one of our key priorities in our Corporate Plan.

This strategy outlines how we will be planning to tackle these environmental issues locally over the next few years and is based on three fundamental facts:

1. We are in a Climate and Ecological Emergency.
2. This has been caused by human actions.
3. This can be solved by human actions, and it is everyone's responsibility.

This strategy is a call to action. We call on you, as people who live, work, visit and invest in Dacorum, to join with us on this ambitious journey.



Dacorum's Key Objectives:

The challenge of addressing the Climate and Ecological Emergency cannot be underestimated. It requires rapid, far-reaching and unprecedented changes in all aspects of society. As part of our Climate Emergency Declaration and Statement of Intent (*appendix*), a number of commitments were made. Alongside consultancy with APSE Energy and discussion internally, these can be summarised in our three key objectives:

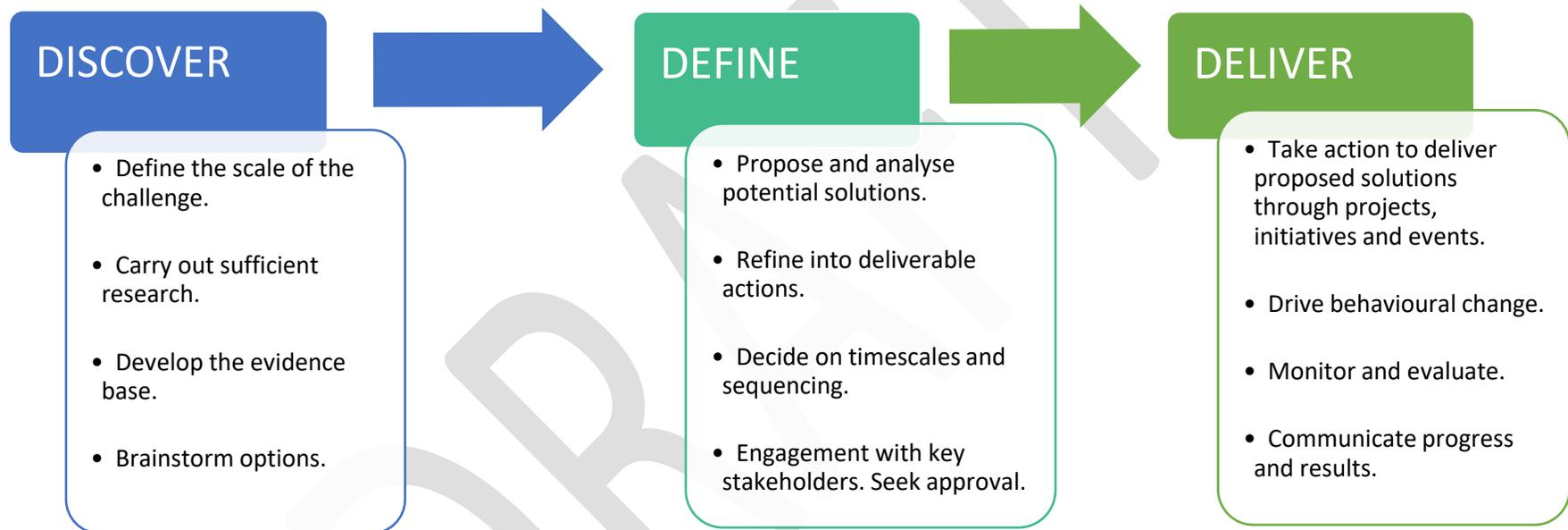
- 1. Reach net-zero emissions as an organisation by 2030**
- 2. Reach net-zero emissions for our Council housing stock as quickly as possible, by 2050 at the latest.**
- 3. Support the borough in reducing its emissions and reaching net-zero as quickly as possible, by 2050 at the latest.**
- 4. Support the borough in improving biodiversity**
- 5. Support the borough in creating more sustainable communities.**

Discover, define, deliver...

One of the original pledges when making the Carbon Emergency declaration was to “*evaluate all practical means to reduce the impact of council services on the environment as soon as possible*”. This has been a key part of our progress so far.

In order to implement solutions, it is important that we first ensure that we are taking the right actions. To do this we must carry out research to ensure that the steps we take are evidence-based and will be suitably impactful.

The phases we have been and will continue to be applying throughout this strategy can be broken down into three key stages:



These phases are not always simple and linear, and work streams can be at different stages depending on various factors, such as resources and finances.

As part of our 'Discovery' phase, we have been gathering information from a range of sources.

- Obtaining and processing emissions data
- Using expert consultants for particular projects
- Carrying out resident surveys, such as 'Learning from Lockdown'.
- Working in partnership with other organisations to share research, information and best practice.
- Attending various webinars and conferences
- Keeping abreast of topics via reports and news articles
- Becoming members of environmental groups
- Training our staff

Carbon Literate Organisation

Dacorum has become the first borough council in the UK to achieve a Silver level 'Carbon Literate Organisation' accreditation.

The Carbon Literacy Training course was recognised by the United Nations at the Paris Climate Conference, where it was chosen as one of 100 worldwide Transformative Action Programs. Following from our Climate Emergency declaration, we wanted to prepare staff for our net-zero journey by equipping them with sufficient knowledge on climate change. We worked with APSE Energy to deliver Carbon Literacy Training to 60 key members of staff, including our CEO, making her the second ever CEO of a council in the UK to achieve this.

Staff learned about the science and causes of climate change, the effect it is already having and the predicted future impact, before then exploring the solutions we can take as individuals, as well as a council.

By completing this training, Dacorum is now accredited as a Silver level Carbon Literate Organisation (CLO) as we have demonstrated that we have made a substantial commitment to Carbon Literacy.



UNDERSTANDING OUR EMISSIONS

UK's Greenhouse Gas Emissions

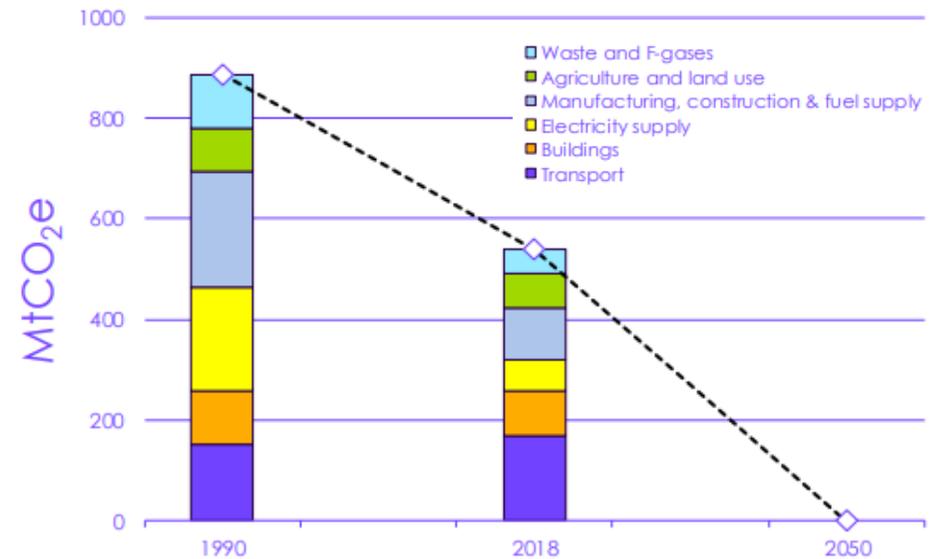
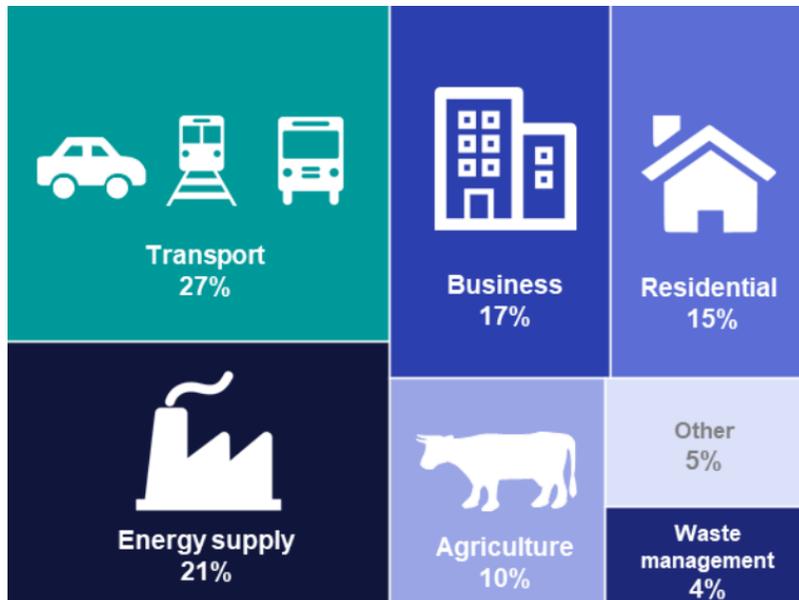
In 2019, the UK was responsible for 455 million tonnes of greenhouse gas emissions.

- This was a decrease of 3% compared to 2018 emissions, and 44% lower than 1990 emission levels.
- Emissions from energy supply are now 65% lower than they were in 1990.
- Transport remains the largest emitting sector, responsible for 27% of all greenhouse gas emissions in the UK.

The below infographic shows the UK greenhouse gas emissions breakdown by sector.

Current government targets are for the UK to become net-zero by 2050, however, the speed of emission reductions and the 'journey' taken to reach this target also has a great deal of importance. The government recently set a target of reducing emissions by 78% by 2035 based on 1990 levels. To meet net-zero in the UK, emissions must fall in all sectors and at a faster rate than the last 30 years.

More information about UK emissions is available in 'additional information'.



Dacorum's Greenhouse Gas Emissions

Comparing Emissions Data Sources

It is important when looking at emissions data to be clear on what scopes you are including, what year the data is based on and what greenhouse gases are being measured.

Due to the complexity of calculating emissions, there are a variety of ways to do so and even the most current information is typically over two years old.

For emissions at a local authority level, there are two different key data sources – as each of these are slightly different, but both useful, we will be providing both and explaining their key differences.

BEIS

The Government Department for Business, Energy and Industrial Strategy (BEIS) annually publish local authority level emissions data – known as their National Atmospheric Emissions Inventory. This data only accounts for carbon emissions (CO2) under scopes 1 and 2.

BEIS have published this data from 2005 - 2019.

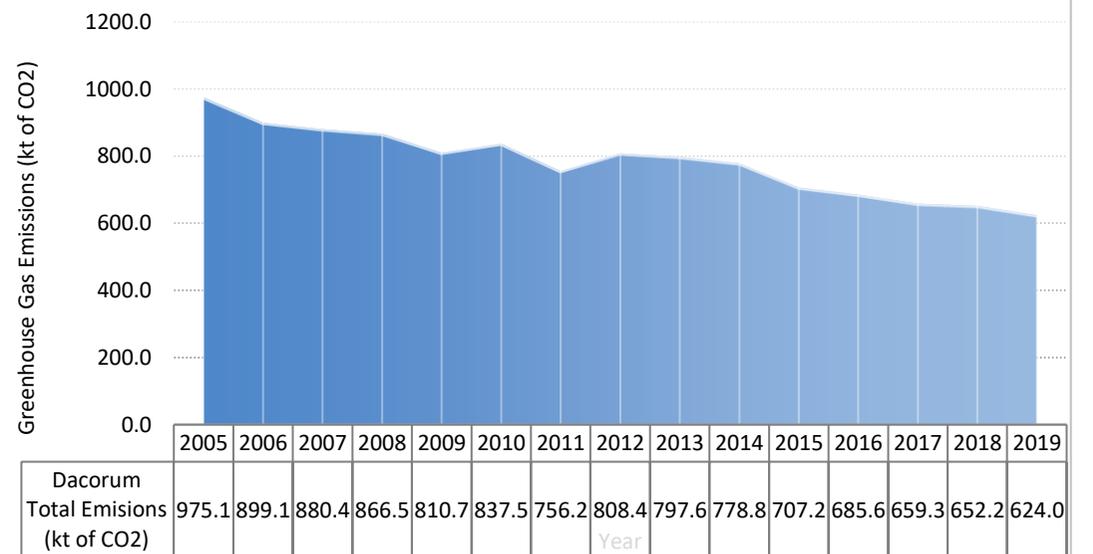
BEIS 2019 carbon emissions data for Dacorum = 624,000 tonnes (tCO2)

There was a decrease of 4.3% compared to 2018 emissions, and a 36% reduction on 2005 emission levels.

The boroughs emissions represent less than 0.2% of UK emissions. The main cause of this reduction has been the changes in the way our electricity from the National Grid is produced, with a reduction in coal fired power stations and an increase in renewables and nuclear power plants.



Dacorum Carbon Emissions - 2005 - 2019



SCATTER

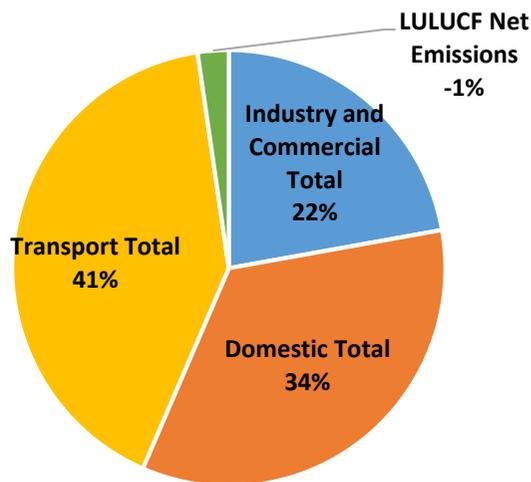
The Setting City Area Targets and Trajectories for Emissions Reduction (SCATTER) tool is a local authority focussed emissions resource which accounts for all greenhouse gas emissions and all scopes 1-3. SCATTER is a relatively new tool and has emissions data available for 2017 and 2018 only.

SCATTER 2018 greenhouse gas emissions data for Dacorum = 933,400 tonnes (tCO₂e)

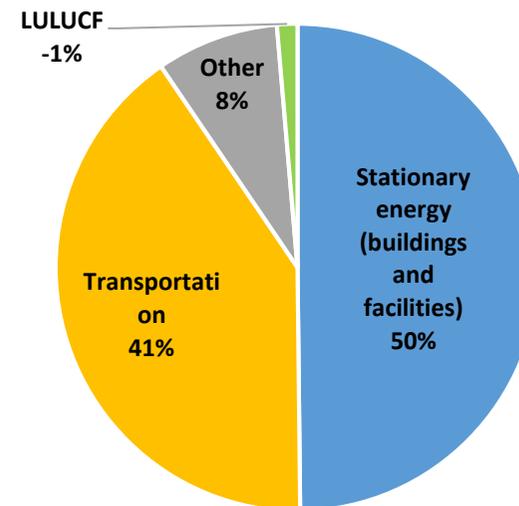
- The SCATTER CO₂e emissions data for scopes 1 and 2 is 739kt CO₂e – BEIS CO₂ emissions data symbolises 88% of this.
- The SCATTER CO₂e emissions for all scopes 1-3 is 933kt CO₂e - BEIS data symbolises 70% of this

The below charts show that although the difference between the two data sources is fairly high, the key breakdown information remains the same that transport and energy in buildings are the biggest emitters.

Dacorum CO₂ Emissions - 2019
Scopes 1-2 BEIS



Dacorum Greenhouse Gas Emissions - 2018
Scopes 1 - 3 - SCATTER



SCATTER

SCATTER also has a Pathways tool allowing us to model different scenarios based on different sectors, such as domestic or transport and comparing the differences in future emissions between 'high ambition scenarios' and 'low ambition scenarios'. As an example, we are able to predict that by 2050, in order to reach net-zero in our domestic sector as a whole borough, we will need to be offsetting in the region of 400,000 – 1,315,000 tonnes of CO₂e.

More information about the borough's historical emissions, breakdowns of emissions data and SCATTER pathways is available in 'additional information'.



Dacorum Borough Council's organisational emissions

To reach our organisation's net-zero emissions targets and plan the necessary actions, we needed to first calculate our current organisational emissions. To do this we worked with APSE (Association for Public Service Excellence). The calculations were undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol and carbon conversion factors published by BEIS.

Dacorum Borough Council was responsible for 39,000 tonnes of CO2e as an organisation in 2019 for scopes 1-3.

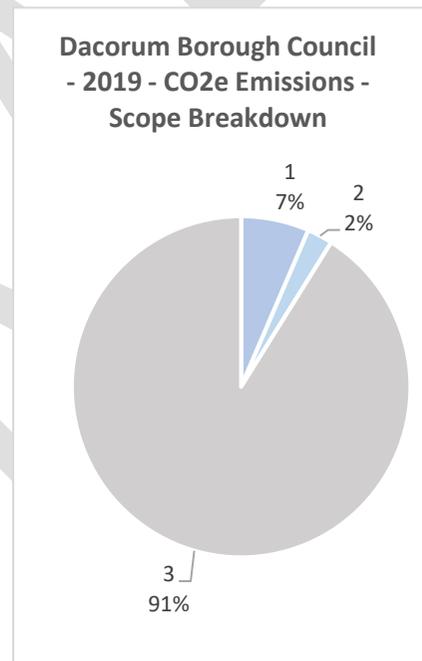
As an organisation, our emissions represent:

- 6.25% of the borough's total greenhouse gas emissions, if we include all scopes (which includes the housing stock)
- 0.5% of the boroughs' total greenhouse gas emissions, if we include just scopes 1 and 2
- Less than 0.01% of the UKs emissions

Emissions included within Scope 1 and 2 essentially cover assets where the Council are responsible for paying the fuel bills. The Council owned housing stock of 10,500 homes makes up the majority of the organisations emissions – these fall under Scope 3 as the Council own the buildings but do not occupy them or pay the energy bills.

Many net-zero declarations from other local authorities, especially the ones with targets of 2030 or similar, exclude Scope 3 emissions and focus on Scopes 1 and 2 only.

Due to the scale of emissions that come from the Council housing stock and the amount of work that would need to be carried out, it would be unfeasible to make these homes net-zero by 2030. However, to ensure this crucial element is still addressed, this is why we have set a separate objective specifically to achieve net-zero for our housing stock by 2050.



Emissions Source	Scope	Tonnes CO2e	% Split
Gas	1	2,123	5.4%
Council Vehicles	1	398	1%
Electricity	2	950	2.4%
Housing	3	33,978	87.1%
Leased Assets	3	1,381	3.5%
Transmission & Distribution	3	68	0.2%
Employee Vehicle	3	65	0.2%
Water Supply and Wastewater	3	39	0.1%
Total	-	39,002	100%

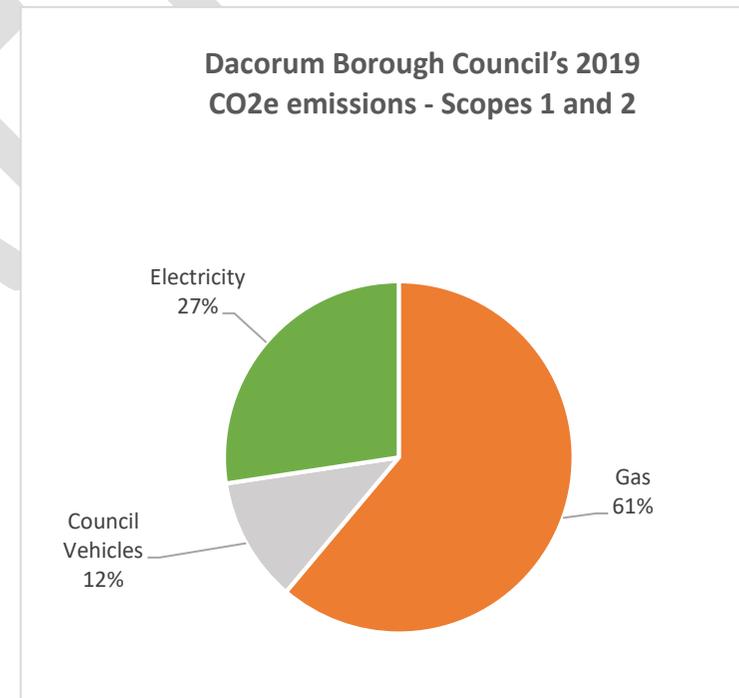
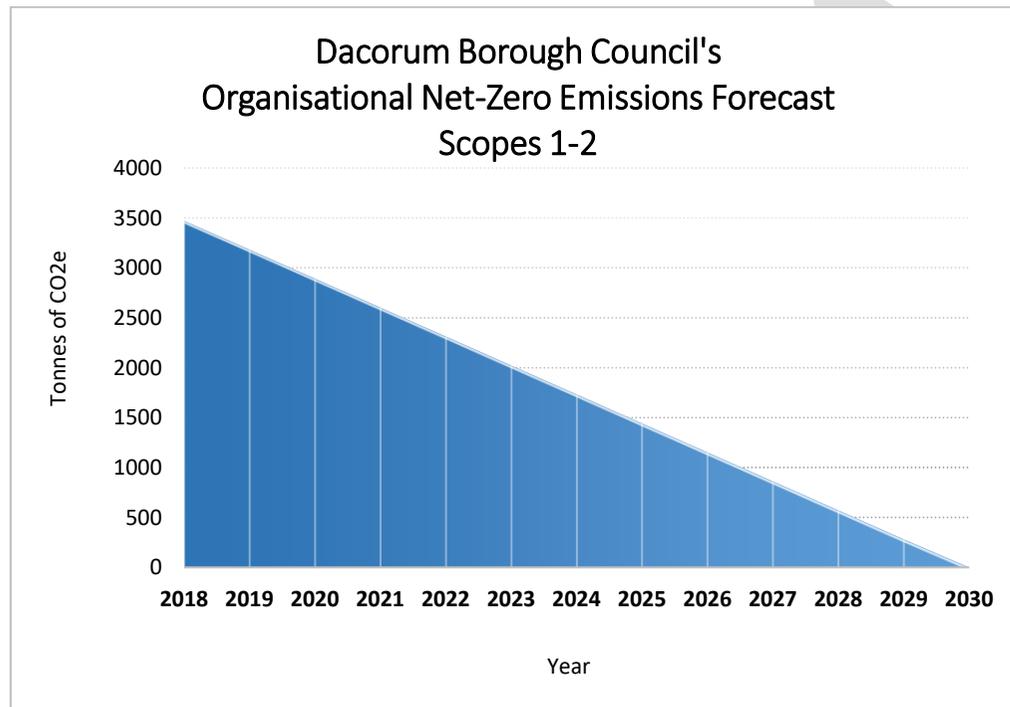
Reaching Net-Zero Emissions

Objective 1:

Being net-zero as an organisation by 2030

Our objective for reaching net-zero as an organisation by 2030 will be for Scopes 1 and 2 only. The majority of emissions come from gas (61%), then electricity (27%) and finally council vehicles (12%).

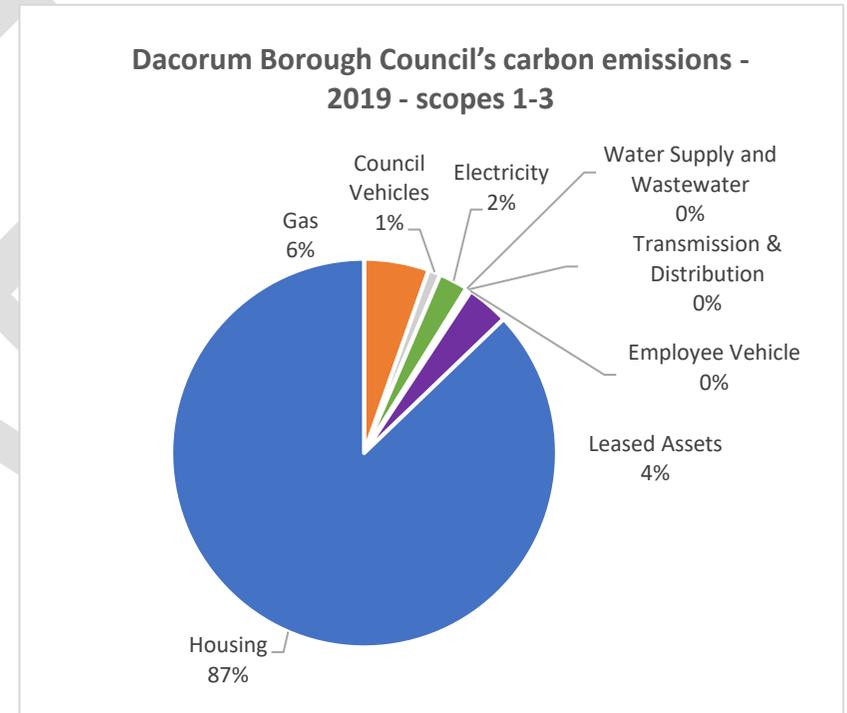
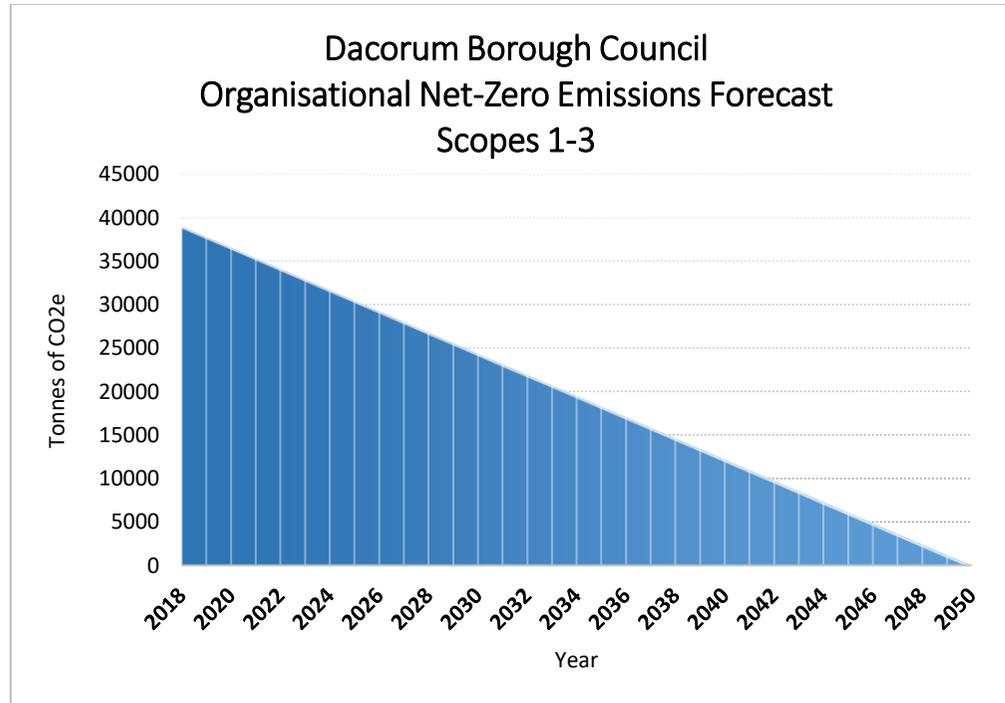
Measuring progress: By 2025, the organisational emissions should have dropped below 1440 tonnes of CO₂e for us to be on track for reaching net-zero by 2030.



Objective 2:

Having a net-zero housing stock by 2050.

Measuring progress: By 2025, the organisational emissions should have dropped below 30,500 tonnes of CO₂, and to below 34,500 by 2030, for us to be on track for reaching net-zero by 2050.



Objective 3:

Supporting the borough to become net-zero as quickly as practicably possible, by 2050 at the latest.

Measuring progress: By 2025, the borough's emissions should have dropped below 500,000 tonnes of CO₂, and to below 400,000 by 2030, for us to be on track for reaching net-zero by 2050.

Cumulative emissions

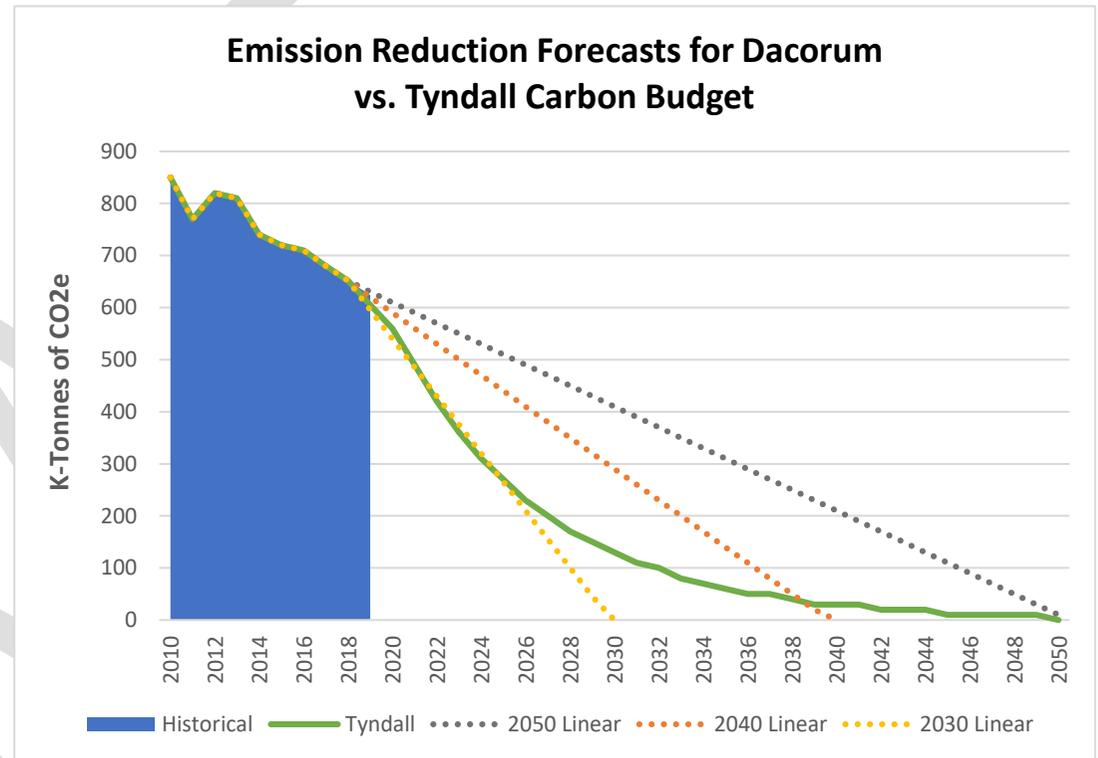
Once carbon dioxide reaches the atmosphere it can take between 300-1000 years to breakdown.

For this reason, it is crucial to take steps to lower emissions as quickly as possible in order to lower the cumulative amount of emissions.

The Tyndall Centre have outlined an emission reduction curve based on a carbon budget that has been specifically shaped for Dacorum and allows for cumulative emissions of 4,050,000 tonnes of carbon. This is based on the commitments made in the United Nations Paris Agreement. Read more about the [Tyndall report](#).

Forecast lines have been added onto the graph to demonstrate linear reductions for reaching net-zero by 2030, 2040 and 2050. The cumulative emissions would be as follows:

- **2,925,000** tonnes of CO₂ if net-zero by 2030
- **6,100,000** tonnes of CO₂ if net-zero by 2040
- **9,610,000** tonnes of CO₂ if net-zero by 2050



The cumulative emissions which will be in the atmosphere by the time we reach net-zero if we follow a linear route is more than double our carbon budget set by the Tyndall Centre. This demonstrates that we need to move as quickly as possible to help reduce the borough's emissions as significantly as we can.

Offsetting

In order to reach our net-zero targets there will be a need for 'offsetting' any emissions that we cannot avoid or reduce. This can be done through initiatives such as increasing the amount of renewable energy produced in the borough and capturing carbon naturally – such as with additional tree-planting. We will be developing a Carbon and Biodiversity Offset Fund to help pay for environmental projects

These schemes will be included in our CEE Action Plan and are highlighted throughout this strategy.

PLANNING FOR ACTION

Climate and Ecological Emergency Action Plan

We have broken down the areas that we will be focusing on to achieve our objectives into four key areas:

1. Sustainable Transport
2. Energy Use in Buildings
3. Improving Biodiversity
4. Sustainable Communities

As shown by the emissions data, transport and energy used in buildings are the two largest emitting sectors. However, as the Council itself is responsible for less than 4% of the borough's emissions, a large focus of our work will be supporting change from the wider community.

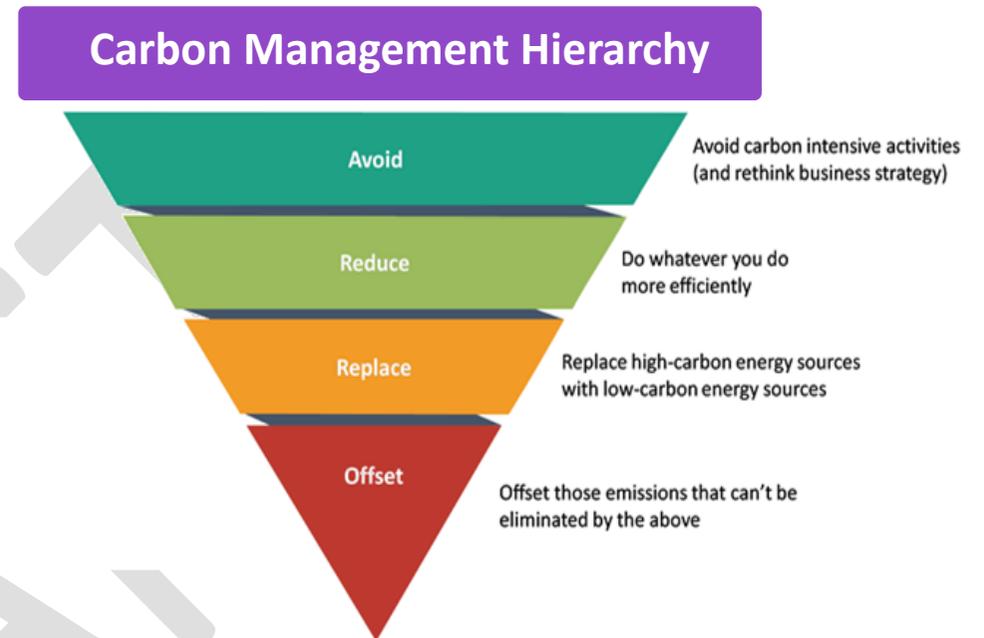
A Climate and Ecological Emergency (CEE) Action Plan has been developed which will collate all of the actions across all of our key work areas that will help us achieve our objectives.

The CEE Action Plan is broken down into short, medium, long-term and ongoing actions. It will remain a 'live' document – meaning that it will be under constant review and development and be updated regularly to reflect the progression of projects, initiatives and events. We will use it to track, monitor and report our progress on particular targets and assign responsibilities. Before actions are added into the CEE Action Plan, they will be evaluated to ensure that they are:

- Progressing the pathway to reaching our key objectives by their respective deadlines
- Following the Carbon Management Hierarchy, where applicable
- Evidence-based
- S.M.A.R.T. goals
- Futureproof
- Suitably ambitious

Within this strategy we outline some of the progress made in these key areas so far, as well as provide a high level overview of some of the actions that we will be working on. We have broken these down into internal and external actions, as well as suggested actions that individuals can take in these areas as well. This is by no means a comprehensive breakdown but is designed to provide an insight into areas of focus.

We will release an annual Climate and Ecological Emergency Report to outline progress made on our objectives and to report on the borough's emissions.



Spheres of Influence

The Council is able to make a larger impact through its 'spheres of influence'.

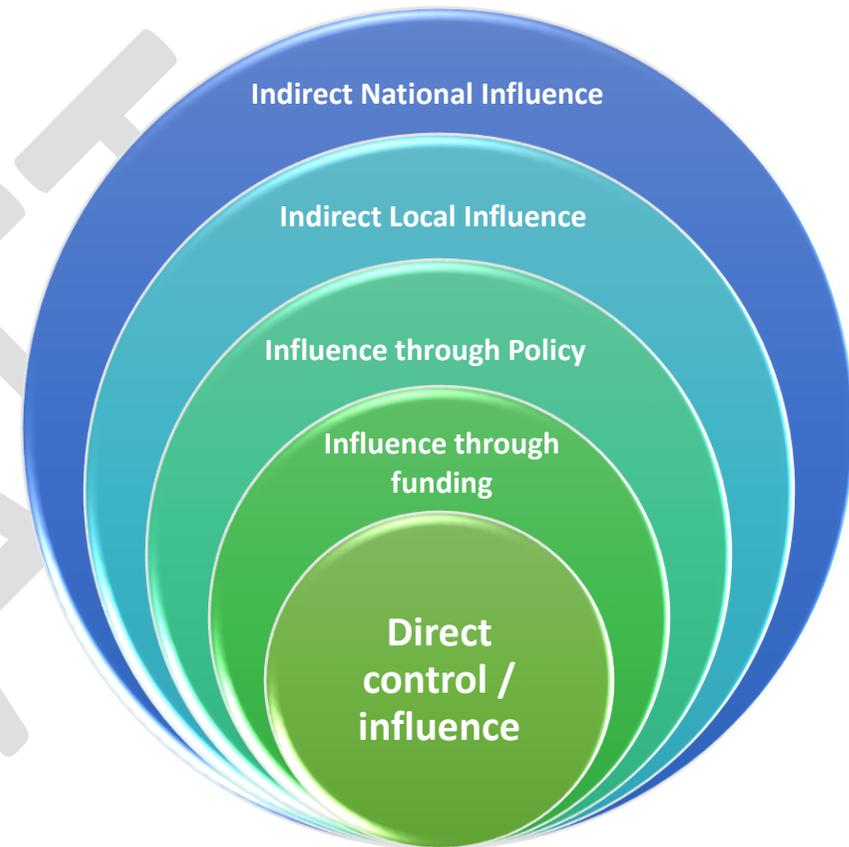
The Council has limited powers, responsibilities, resources and finances. Many of the changes that will be required to achieve our climate targets will be the responsibility of others including public, private and third sectors and individuals. It is therefore important that these net-zero targets are understood to be everyone's responsibility.

As a local authority, we are uniquely able to influence other areas outside of our direct control through funding and policy, as well as having additional indirect impacts locally and nationally.

These 'spheres' determine whether the actions the Council undertakes is direct and internally acted upon, done in partnership with others, or whether it is an indirect policy, funding or education role we have to play.

The impact the Council can have should not be underestimated as a third of UK emissions comes from residential buildings, surface transport and waste – all of which are key areas which councils can influence.

As we develop our CEE Action Plan, we will ensure that we will be considering all of the ways in which we can utilise our 'spheres of influence' to achieve the best possible impact and outcome.



Partnership working

The Council work closely with a range of partners to deliver on various projects.

One of the original pledges when making the Carbon Emergency declaration was to “*work with the established groups of Hertfordshire Public Sector Organisations to review their services and implement measures to reduce their impact on the environment and climate breakdown*”.

Sustainable Hertfordshire

Hertfordshire County Council have also declared a climate emergency and have set out their three key commitments to make Hertfordshire cleaner, greener and more sustainable:

- 1. Lead in our own operations:** As an organisation, they want to be carbon neutral by 2030 and improve nature on their land by 20% by 2030
- 2. Enable sustainability with our programmes, policies and decisions:** In Hertfordshire, they want to be a net-zero carbon county before 2050 and to improve wildlife across the county by 20% by 2050
- 3. Inspire businesses and residents to take action:** They will ask energy companies to develop a regional net zero energy strategy; support public transport growth, including taxi, bus and rail and encourage walking and cycling over car travel and promote more low emission vehicles and charging points.

Hertfordshire Climate Change and Sustainability Partnership

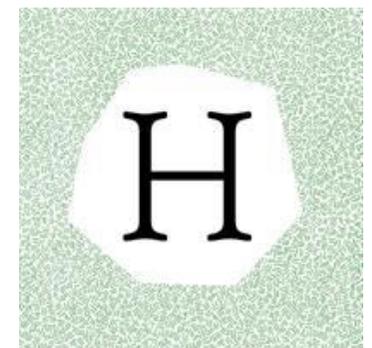
The Hertfordshire Climate Change and Sustainability Partnership (HCCSP) was formed in March 2020 and consists of all 10 districts and boroughs, Hertfordshire County Council (HCC), and the Hertfordshire Local Enterprise Partnership (Herts LEP). The partnership works collaboratively to identify joint work programmes on climate change, as well as wider sustainability and environmental issues throughout Hertfordshire. More information can be found on their website: www.hccsp.org.uk



Hemel Garden Communities

Hemel Garden Communities (HGC) is an ambitious development programme in partnership with St Albans District Council, HCC and the Herts LEP.

The project aims to transform Hemel Hempstead and create attractive and sustainable new neighbourhoods and communities to the north and east of the town, through the delivery of over 11,000 new homes. New neighbourhoods will be set around local centres, green spaces and play areas, all easily accessed on foot. Sustainable travel such as walking, cycling and public transport will be given priority as they aim to target a greener, healthier environment, which includes open spaces as well as new country and district parks.



Climate and Ecological Emergency - Internal High Level Actions

High level actions the Council will take to ensure it achieves net zero for Scopes 1 and 2 (emissions directly under our control) by 2030 and for Scope 3 (where the Council owns the buildings but doesn't control the use of energy) by 2050 at the latest.

Buildings owned and used by the Council to deliver services.

The Council will carry out the surveying work, initially on our main buildings (The Forum, Berkhamsted Town Hall, Victoria Hall, Cupid Green Depot, Adventure Playgrounds and Cemeteries) to determine the initial work required to make them as energy efficient as possible. This is in progress.

Following this a programme will be drawn up regarding the works required. Initially, this will be largely improvements to insulation plus installation of solar panels where possible. Achieving net zero will require non-fossil fuelled efficient and economic heating systems which currently are not yet sufficiently developed but should be in the next few years as we move away from gas.

Government decarbonisation grants have been made available for 'shovel ready projects' that have sufficient evidence, which is why it is crucial to get these sites surveyed.

Converting the Council's vehicle fleet and machinery from fossil fuel powered to green.

This will start by replacing petrol/diesel vehicles as they end their useful life. Initially this will focus on the smaller vehicles.

Our refuse freighters are only a couple of years old and have a lifespan of 7-8 years – as electric alternatives are not as efficient and are currently considerably more expensive. Replacing this part of the fleet is likely to start closer to the 2030 target date.

New build Council Housing

The Council's programme of building new Council homes will achieve at least EPC B and will progressively move as close to net zero carbon as possible. This will require a credible and affordable alternative to gas heating.

Introducing an effective offsetting programme

Offsetting is taking action that produces a reduction in greenhouse gas emissions and will be an important part in any carbon reduction plan. Examples are installing green energy such as Solar Farms and Wind Turbines, tree planting and other biodiversity work. It may take the form of

investment in green projects run by the private or public sector. The Council will need some offsetting and will introduce an investment programme to deliver this.

A study carried out for the Council has indicated that the existing Council owned trees sequester 1000 tonnes of CO2 per year. Additional tree planting is a long term approach and still hugely important – but takes 30-40 years to reach sufficient maturity to have maximum impact.

Retrofitting our 10,250 Council homes to achieve net zero carbon by 2050

As 87% of the Council's emissions come from our council homes this is by far the largest investment that will be needed to achieve net zero carbon. The approach will be 'fabric first' where the energy efficiency improvements like insulation and Solar are done before heating systems are changed. Currently there is no alternative to gas that is affordable to run for many tenants. Air and ground source heat pumps are part of the solution for homes not on the gas grid though they often require a secondary heating supplement to achieve acceptable temperatures. The Council will aim to have delivered the energy efficiency works to 90% of the stock by 2030. Introduction of non-fossil fuel heating will commence after 2030 as soon as a credible and affordable alternatives have become generally available.

Revising the Council's approach to procurement of contracts for services to maximise sustainability in delivery

This will involve reviewing contracts coming up for renewal or re-tender and for completely new contracts. Procurement Services will work with Services to build in the appropriate requirements.

Biodiversity Strategy and Action Plan

The Council is already working on developing a Biodiversity Action Plan and this will guide the way in which we build in more measures to improve biodiversity on Council owned land. This will also assist a wide range of voluntary and other organisations to move their land management in the same direction. Involvement of the community will be vital in helping achieve a sustainable Dacorum.

The new Local Plan will require all developers and their schemes to deliver 'biodiversity net gain' either within their development and if this is not possible paying into a Council operated Biodiversity Fund. This action is likely to exceed the extent to which the council itself can deliver.

Increasing the Council's Recycling rate.

The Council will continue to work to increase the recycling rate in the Borough progressively with a recognition that early progress will assist the decarbonisation of the Borough. The Council's target is to achieve a 63% recycling rate by 2025.

Climate and Ecological Emergency - External High Level Actions

High level actions the Council will take to assist the Borough and its businesses and residents achieve net zero carbon by 2050.

As a borough, Dacorum must reduce its emissions at a rapid speed in order to remain within its designated carbon budget as per the Paris Agreement. Ideally, borough emissions need to drop by approximately 57% by 2025 compared to 2019 levels.

The Council accounts for less than 5% of the borough's emissions. For this reason, a large focus of the Council's work must be on supporting external action.

Ensure that the new Local Plan will result in the highest level of sustainable new development that the Planning regulations allow.

The developing local plan already includes requirements to deliver new development to at least the highest standards within government guidance and to promote net zero carbon development. It also has very strong protection for biodiversity and the environment requiring developers to ensure a biodiversity uplift. Where they can't they will have to pay the equivalent into a 'Biodiversity Offset Fund' which will help local sustainability action. Another key requirement for larger developments will be for them to demonstrate how they can deliver a sustainable place with a focus on accessible open space, facilities that are in walking distance and making it easier to walk and cycle.

Buildings owned by the Council and leased to other organisations.

This includes Neighbourhood Centre shops, flats and maisonettes on top of the shops, Community Centres, commercial lettings and other properties leased to partner organisations including community organisations and the Sports Centres. Given the large volume of these, the deadline is 2050. The programme will commence with the surveying work and subsequent actions that this points to.

Develop and implement a sustainable transport plan

This should encourage a move away from cars to walking, cycling and use of public transport together with a strategy to ensure we can engage with the private sector to install Electric Vehicle (EV) charging points and rapid charging centres in the Borough and that we have EV charging points in our Council car parks.

This element of work will form part of the Local Plan and all new developments and will be in partnership with Hertfordshire County Council, which is the Transport Authority. The Council will continue to work with HCC on its Local Transport Plan covering the Borough. Some improvements will require government action and funding particularly in the move away from fossil fuelled vehicles.

We have carried out a study to predict electric vehicle requirements to 2030. As part of this work, it has been estimated that the number of electric vehicles in the borough will increase to 30,000 by 2030 (currently 1000). As over a third of our residents will be unable to charge their cars at home, in order to meet these demands we are likely to need around 700 chargepoints in the borough. Working with private sector providers this will form an ongoing and dedicated project to ensure these growing needs are met. The council is already taking action to install additional charging points in our own car parks and work on this will start in the next few months. The level of additional progress required, however, cannot be made without the conclusions of the government and HCC's EV strategy.

The Council will work with home owners and the Private Rented Sector

A very large part of the CO2 emissions occur through the energy and heating requirements of the owner occupiers and Private Landlord's properties. The government has pledged to ensure that rapid progress is made in achieving net zero carbon in the nations' homes by 2050.

The Council will play a key role in providing up to date information and advice to residents who want to improve their homes energy efficiency. Knowing where and how to access grant funding will be crucial and the Council will help in this.

We will also work directly with Private Landlords to make sure that they take advantage of grant support that will improve energy efficiency, making their properties better insulated and in due course as close to net zero carbon as possible and also add value to their properties in doing so.

Economic Development Regeneration strategy

The Council are developing an Economic Development Regeneration strategy to ensure that sectors championing delivery of products and services which reduce carbon emissions are supported and encouraged to locate in the Borough.

We are already working with the Enterprise Zone – Herts IQ – at Maylands where 8000 jobs will be delivered in the next 15 years or so with a focus on both getting High Tech and Companies focusing on sustainability. This would include getting off-site construction manufacturers located locally to have a more local input into the new homes for the Borough. Maylands overall has received a £2M decarbonisation grant to assist businesses to become more energy efficient and sustainable.

We will also work with local businesses to help them decarbonise their current operations and to take advantage of the huge amount of work that will take place in bringing the homes in Dacorum up to fully sustainable standard.

Community action

Community awareness and participation in working towards net zero and improved biodiversity will be facilitated and encouraged.

Whether encouraging residents to cycle more or turn their thermostats down, behavioural change will be vital to reducing the borough's emissions and increasing biodiversity. Working alongside the community to engage, enable and educate will be critical in order to achieve net-zero by 2050.

The Council will use its 'spheres of influence' to encourage as much change as possible through a wide programme of frequent campaigns and initiatives, utilising local, national and global action.

To support with this, Dacorum's Climate Action Network (Dacorum CAN) has been established and will work to deliver this programme, as well as encourage volunteer activities and partnership working and host events. The network will encourage residents to "think global and act local" and will work to bring together local groups and individuals. This will help to drive progress forward, amplify campaign messages, and support local initiatives and projects to get off the ground.

A range of sub-groups will be created to focus on specific demographics, such as for schools - Dacorum's Young Climate Action Network (You-CAN), businesses, and Parish and Town Councils, etc.

In order to help encourage action from local groups we have launched an annual Green Community Grant scheme, which has already given away £10,000 to local projects.

To keep the community informed and engaged, we will host an annual Climate and Ecological Emergency conference and networking event. This will update on and celebrate progress within the borough, as well as provide an update on the work that needs to be done in order to meet our environmental targets. Alongside this we will also publish annual Climate and Ecological Emergency progress reports on our website, as well as annual emissions reports for the wider borough.

SUSTAINABLE TRANSPORT

Sustainable Transport

In Dacorum, transport is responsible for over 40% of the borough's greenhouse gas emissions.

Sustainable Transport Hierarchy

The 'Sustainable Travel Hierarchy' is the most efficient way of reducing the boroughs emissions.

Making changes to the way we travel will be crucial for meeting our net-zero goal. This will involve significantly reducing car use, increasing active travel (such as walking and cycling) and potentially eliminating some journeys altogether. Hertfordshire County Council are the local transport authority. The Government will need to legislate for change and provide funding and support moving forwards.

What will we be doing within the Council?

In order to reduce the transport emissions from our own organisation and staff we will be:

- Creating a Green Transport Plan and encouraging other local organisations to do the same
- Encouraging virtual meetings, flexible working and working from home.
- Exploring and rolling out cycling and lift share incentives

What will we be doing to support others?

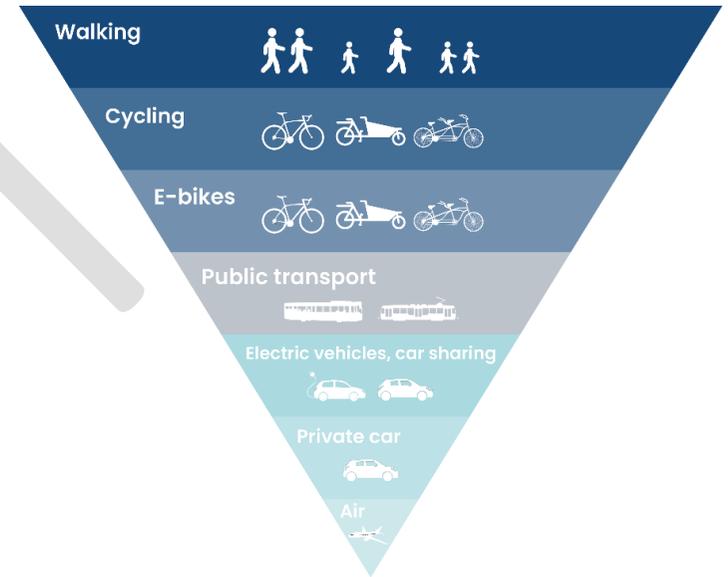
There are a number of ongoing projects that are taking place to improve sustainable transport throughout the borough – for example with Smart Go Maylands, the Hemel Garden Community project, and Hertfordshire County Council.

- Creating a Sustainable Transport Strategy and delivering projects that improve walking and cycling routes and infrastructure
- Delivering campaigns and initiatives that encourage and enable active transport – such as bike confidence classes and the second-hand bike market.
- Exploring the feasibility of implementing rental schemes for bikes, e-bike and e-scooters

What can you do?

By rethinking the journeys that you make on a regular basis using the Sustainable Transport Hierarchy, you could drastically cut your personal carbon footprint, as well as other co-benefits including saving money, leading a healthier lifestyle and improving the air quality of your local neighbourhood.

- Consider whether you are able to eliminate any journeys, such as by working from home more frequently, or doing a weekly food shop instead of daily.
- Identify what the barriers are that prevent you from walking, cycling or scooting more regularly and think how you can overcome these.
- Make pledges that are realistic for yourself and your capabilities – such as pledging to always walk if the destination is within a mile away



Electric Vehicles

The number of electric vehicle drivers is rapidly growing and it's a trend that's set to continue.

A third of the borough's greenhouse gas emissions come from cars. From 2030 the sale of new petrol and diesel vehicles will be banned.

Electric vehicles (EVs) have zero tailpipe emissions, making them better not only for drastically helping to reduce emissions in comparison to regular cars, but for improving our air quality too. There are also numerous key benefits for owners such as savings on fuel and running costs.

As shown by the BEIS graph, EVs produce less than 30% of the emissions of fossil fuel powered cars. Additionally, as the National Grid also decarbonises and is powered by more renewable energy sources, the greenhouse gas emissions from electric cars will fall even lower in the future.

As such switching to EVs will be a crucial step in order to lower our emissions. However, as outlined by the Sustainable Transport Hierarchy, we must also drastically reduce the amount of journeys made by car at the same time.

What will we be doing within the Council?

- Installing EV chargepoints in our car parks for staff (programme commencing 2021/22)
- Providing the intelligence on demand to facilitate the private sector to invest in charge points in the Borough
- Replacing our fleet with electric vehicles, where technology allows, and optimising our routes
- Consider establishing an electric car pool scheme for staff

What will we be doing to support others?

- Collecting evidence about the need for EV infrastructure around the borough and using this to support applications for funding and land use.
- Developing an Electric Vehicle Strategy and installing more EV chargepoints throughout the borough on our own land.
- Working in partnership with other organisations to encourage them to increase the number of EV chargepoints available for residents

What can you do?

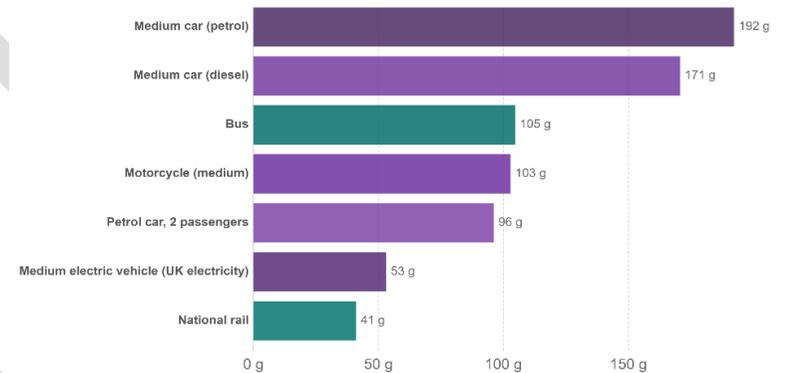
If you would like to learn more about electric vehicles, the Energy Savings Trust website has lots of useful information and advice.

- Make your next vehicle purchase an electric vehicle
- If you have a driveway at home, use the governments Electric Vehicle Homecharge Scheme and receive a grant of up to 75% of the cost of a chargepoint.
- Encourage your local businesses to install EV chargepoints in their car parks.

Carbon footprint of travel per kilometer, 2018

The carbon footprint of travel is measured in grams of carbon dioxide equivalents per passenger kilometer. This includes carbon dioxide, but also other greenhouse gases, and increased warming from aviation emissions at altitude.

Our World
in Data



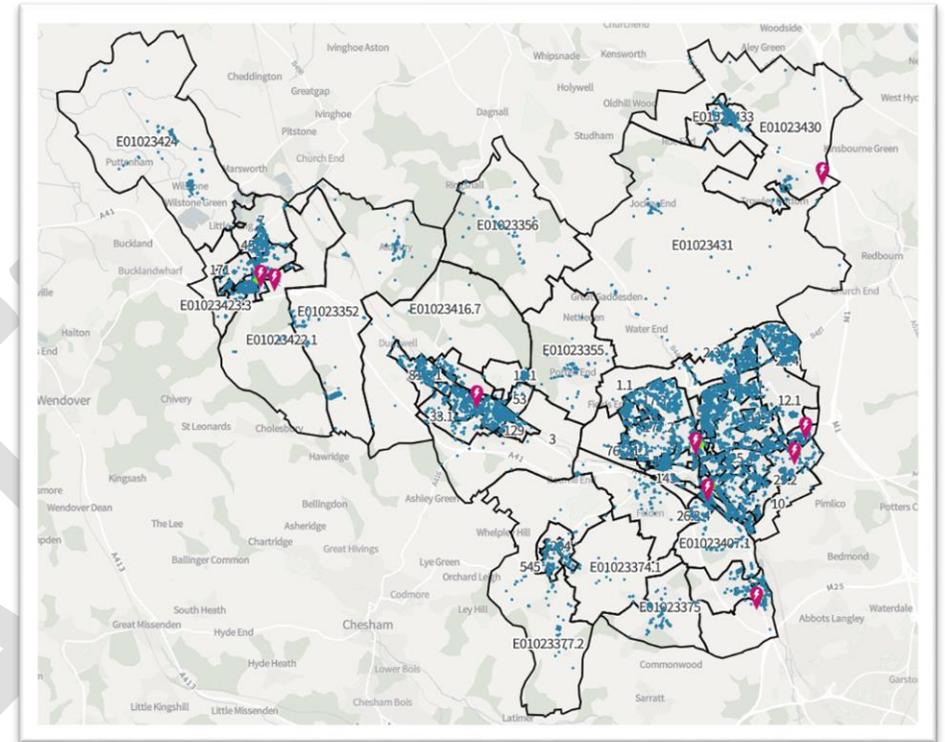
Source: UK Department for Business, Energy & Industrial Strategy. Greenhouse gas reporting: conversion factors 2019. CC BY
Note: Data is based on official conversion factors used in UK reporting. These factors may vary slightly depending on the country, and assumed occupancy of public transport such as buses and trains.

Planning for the Electric Vehicle Re-volt-ution in Dacorum

Whilst the majority of residents will be able to easily charge their electric vehicles from home on their own driveways, this option will not be available for many of Dacorum's households.

As part of our 'discovery' phase for EVs, we have been working with sustainability consultants Field Dynamics in order to gain a greater understanding of what the transition to electric vehicles will look like within Dacorum. The results from this work have showed us that:

- By 2030 there is forecast to be at least 30,000 electric vehicles in the borough – currently there are around 1000.
- At least a third of households (over 20,000 homes) do not have driveways or garages and will be reliant on alternative charging infrastructure
 - These households are symbolised by blue dots on the map
- The borough is estimated to need around 700 publically available chargepoints to facilitate the extra demand.
 - Achieving this will need a collaborative effort between all land-owners, businesses and organisations.



The Government is developing a plan to accelerate the decarbonisation of transport which will set out in detail what government, business and society will need to do to deliver the emissions reduction needed. Once released, we will review our planned actions and objectives and ensure they align with this plan.

Listening to our residents

We have an ongoing Electric Vehicle Resident Survey on our website, which enables us to hear from residents directly and understand their needs.

From this data we have learned that:

- Over 60% of respondents plan on buying an electric vehicle within the next five years, or own one already.
- The two main reasons why people want to switch to electric is to help mitigate the climate emergency and to help improve air quality.
- The main concern for switching to EVs is availability of charging points. Over 60% of respondents would be encouraged to buy an EV sooner if more chargepoints were installed in their local area.

If you are interested in taking part in the survey, please visit: www.dacorum.gov.uk/sustainability

Commuting

In the UK, commuting is responsible for around a fifth of all miles travelled.

During the COVID restriction lockdowns many people were able to discover new, more flexible ways of working. It will be important to embrace these positive changes moving forward.

For the UK to reach its national climate targets, we require a reduction in car use by 2030 of between 20% - 60%, depending on the speed of the switch to electric vehicles. If people are able to work from home more frequently and eliminate these commuting journeys, then this will help put us on track for reaching our climate targets.

If you do still need to travel by car, even by being flexible about travelling at different off-peak times to avoid contributing to slow-moving traffic can help as this helps to reduce emissions from sitting still with an engine idling.

'Learning from Lockdown'

We ran a survey called 'Learning from Lockdown' to identify how behaviours changed due to the restrictions in ways that could be beneficial for the environment.

As many needed to shield, furlough or work from home, residents told us that they noticed several benefits to there being less cars on the road; including less air pollution, more wildlife and quieter and safer roads.

This led to 9 out of 10 residents telling us that they want to see less cars on the road in the future.

Over 75% of participants said that they will be using video conferencing to reduce the need for external meetings and commuting. Before COVID, change on such a large scale would have been unheard of and shows how quickly society can adapt when they need to. It is crucial this positive change is harnessed moving forward.

We also gained several insights around cycling within the borough:

- A third of participants cycled more over lockdown.
- Over a third of people said that the key barrier to them cycling more was concerns about road safety.
- Nearly 1 in 4 participants, said they would be interested in bike classes to increase their confidence, which many listed as a barrier to them riding more
- Half of all participants own a bike - however 16% of these do not work.
- 14% of all participants don't have a bike, but want one – of these, over a third listed 'I cannot afford a bike' as their reason for not having one.

To help increase cycling rates in the borough, we will be using this information to address the issues highlighted. Many of the barriers can be overcome with offering cycling confidence classes, encouraging a second hand bike market, promoting bike repair workshops and ultimately discouraging driving which will increase people's confidence on quieter roads. All of these have been factored into the initiatives which we will plan to incorporate into our CEE Action Plan.

To read more about the survey results, visit www.dacorum.gov.uk/sustainability

ENERGY USE IN BUILDINGS

Energy Use in Buildings

Heating rooms, generating hot water, and powering all of our appliances and devices as we go about our daily lives are all actions that use energy and consequently create emissions.

Energy Hierarchy

Following the Energy Hierarchy by being 'Lean, Clean and Green' is the most efficient way to reduce emissions from buildings.

1. Reduce energy demand
2. Become more energy efficient
3. Use renewable energy sources

Reducing Energy Demand

What will we be doing within the Council?

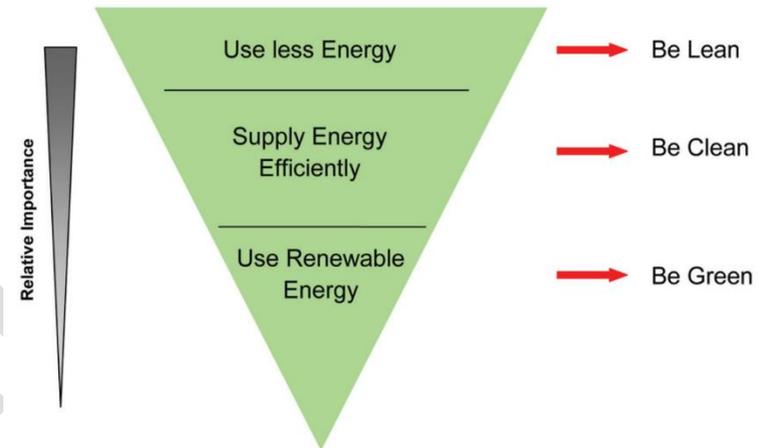
- Auditing our buildings to identify what improvements could be made – such as installing light motion sensors.
- Encouraging staff to turn off equipment when not in use
- Applying for funding to support with making our buildings as efficient as possible.

What will we be doing to support others?

- Launching an energy saving app in partnership with the Energy Saving Trust to support residents.
- Developing awareness campaigns and initiatives for residents to learn more about how to reduce their energy use.
- Developing awareness campaigns and initiatives for organisations to learn about how to reduce their energy use at in their own offices and buildings

What can you do?

- Get a Smart meter to monitor your energy use so that you can identify areas for improvement.
- Turn down your thermostat and make sure to put on a jumper before turning the heating on.
- Get into the habit of turning appliances off, not just putting them on stand-by.



Becoming more Energy Efficient

What will we be doing within the Council?

- Ensuring that all new build homes meet high energy efficient requirements
- Making improvements within our own buildings, such as improving insulation and switching to LED lightbulbs
- Only purchasing energy efficient appliances

What will we be doing to support others?

- Carrying out a retrofitting programme on the Council Housing stock to improve the EPC ratings of homes
- Developing targeted initiatives and campaigns – for example, encouraging landlords to reach minimum energy efficiency standards
- Promoting available funding to help carry out the improvements needed – for example ECO funding

What can you do?

- Find out your homes EPC Rating and identify what improvements you can do that will improve your EPC rating to as high as you can get it.
- Take a look at some energy saving guides (and download our app!) and follow the advice for how to make changes around the home
- Only purchase energy efficient appliances

Using Renewable Energy Sources

What will we be doing within the Council?

- Switching to a genuinely 100% green energy supplier
- Investigating whether we could install renewable energy sources on our buildings, such as solar panels or air or ground source heat pumps
- Investigate our options for using renewable energy technology, such as solar panels, throughout the borough

What will we be doing to support others?

- Investigating partnering with a solar community project or bulk-buy scheme
- Investigating the feasibility of developing a large-scale community solar farm within Dacorum
- Promoting available funding to help install renewable energy measures

What can you do?

- Switch to a green energy tariff (ideally 100% renewable energy).
- Investigate whether you could install renewable energy sources on your property, such as solar panels or an air or ground source heat pump
- Investigate whether you could have a home energy or heat storage system at your property.

Homes

Homes account for over a third of the borough's total CO2 emissions.

Emissions from our homes represent approximately a quarter of the average person's carbon footprint. There are a range of actions that can be taken to reduce this – some are quick and easy and will save you money, others could be expensive to install but are likely to save you money and emissions long-term.

The borough has over 66,500 homes with several thousand more expected to be built over the coming years and so focusing on reducing these emissions will be crucial for meeting net-zero carbon targets.

In order for us to reach our net-zero targets by 2050, we must make sure that we make our homes as energy efficient as possible. This requires the Government to provide funding for households to carry out the work and support to the construction industry to be ready for the change to non-fossil fuel heating.

Energy Performance Certificates (EPC ratings) are ranked from A (very efficient) to G (very inefficient).

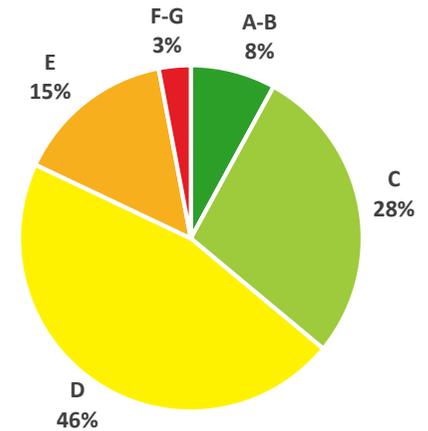
A home is required to have an EPC rating when it is constructed, let, or has been sold in the past 10 years. EPCs also include recommendations on measures that would make your home more energy-efficient, along with estimated costs for implementing the changes and the potential savings you could make.

You can find yours online through the [government website](#).

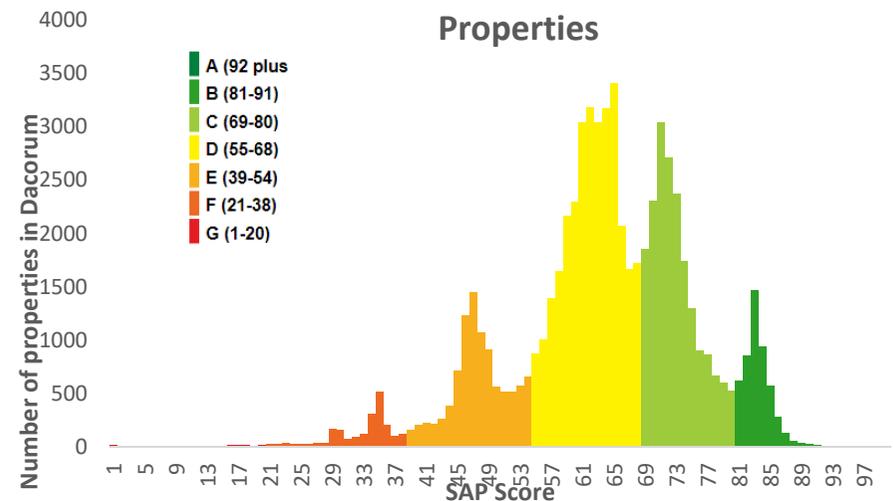
As part of our 'discovery phase', we have been working alongside the Energy Savings Trust (EST) to understand the actual and estimated EPC breakdown of homes around the borough.

The Domestic Minimum Energy Efficiency Standard (MEES) Regulations set a minimum energy efficiency level for private rented homes. Since 1 April 2020, landlords can no longer let properties if they have an EPC rating below E. The minimum standard is set to increase to an EPC energy rating of D by 2025 and C by 2030. As shown by the chart, nearly two thirds of homes in the borough are currently at a rating of D and below.

EPC Ratings of Dacorum's Homes



EPC Profile Breakdown for All Dacorum Properties



Businesses

In Dacorum, emissions from industry and commercial use is responsible for over 22% of the borough's greenhouse gas emissions.

An ambitious project has been launched to support the decarbonisation of local organisations.

The Eastern New Energy (ENE) research project, led by the University of East London, aims to accelerate the race to net zero at a ground roots level by decarbonising Maylands Business Park in Hemel Hempstead.

Herts IQ (of which Dacorum Borough Council is a partner) has been instrumental in bringing £3million worth of investment to this site, which is one of the UK's largest business parks and home to over 650 businesses.

The overall project is worth £10.2million and is spread over various other areas of the Eastern region. The project will help local businesses and organisations identify ways to rapidly decarbonise communities, buildings and transport.

Many UK business owners understand that they must reduce their own carbon footprint by 2050, but many don't know where to start. As well as helping businesses to develop new technology, the ENE project will address the challenges that business owners face by analysing the barriers to adopting low carbon practices and providing practical solutions on the ground.

The ENE project will work with businesses in Maylands Business Park to reduce their carbon footprint by providing free advanced metering systems, energy audits, vehicle fleet audits and grants for the deployment of energy measures. It will also collaborate with businesses to develop an Energy Services Company (ESCO) to help deliver Net Zero action plans.

For businesses based in Maylands that take part in the project, it is also offering free fleet and energy audits that include recommendations for cost effective energy measures.

The Herts IQ group are also already working to improve sustainable transport across Maylands in addition to this project.

The ENE project is funded by the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme. This ambitious pilot is funded until early 2023, and if proven successful, will provide a model for other business parks elsewhere in the country.



IMPROVING BIODIVERSITY

Improving Biodiversity

In the past 50 years, global wildlife populations have decreased by 68%

The last mass extinction event was 66 million years ago, when an asteroid collided with the Earth and famously wiped out the dinosaurs. We are now entering the sixth mass extinction period. This new period is called the Anthropocene and is caused by human activities such as habitat loss and degradation, species overexploitation, invasive species and disease, pollution and of course, climate change.

We can improve biodiversity on a local level through direct actions such as growing more trees, plants and flowers, improving green spaces for local wildlife, changing how often we cut grass and many more.

What will we be doing within the Council?

- Developing a Biodiversity strategy to ensure that we are managing council land in a way to maximise biodiversity
- Implementing a Biodiversity Net Gain Supplementary Planning Document
- Developing a Carbon and Biodiversity Offset Fund to help pay for environmental projects

What will we be doing to support others?

- Working with local organisations such as HCCSP and Herts and Middlesex Wildlife Trust to identify areas of joined up working
- Running a Green Community Grant scheme for local groups
- Running a variety of campaigns, initiatives and events for organisations, local groups, schools and individuals.

What can you do?

- Improve wildlife in your garden by looking at resources such as the [Herts and Middlesex Wildlife Trust](#) website.
- Live more sustainably, thinking of the direct and indirect impacts of your actions.
- Get involved with local wildlife groups and help to support local projects and initiatives



As part of our 'Discovery' phase, we have been gathering a range of information:

- Treeconomics inventory of all trees on the Council's land.
- Working to establish a 'biodiversity baseline' for the borough, in partnership with the HCCSP
- Carrying out a 'Green Spaces Audit' for all council-owned land
- HCC are working on a tree canopy project

Hertfordshire State of Nature report

The Herts and Middlesex Wildlife Trust published a '[State of Nature](#)' report in 2020 which highlights information about biodiversity locally. We are very fortunate to have this information as they are one of the only Wildlife Trusts in the UK that has been able to create a report such as this.

Since 1970, 10,863 species have been recorded in Hertfordshire. The report shows that 1 in 5 of the species that were able to be assessed are now either threatened, or have gone extinct.

Biodiversity Net Gain

National planning guidance and the forthcoming Environment Bill require development to create a 10% net gain for biodiversity for a site.

Where these measures are not able to be achieved onsite, payments can be made to a biodiversity net gain fund equivalent to the cost of achieving the required number of biodiversity units elsewhere.

Trees

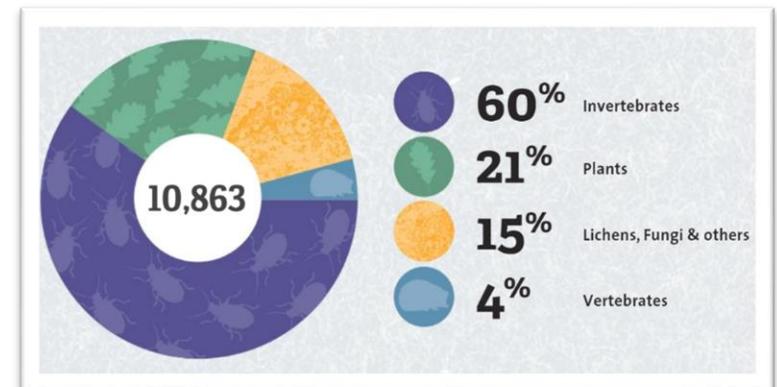
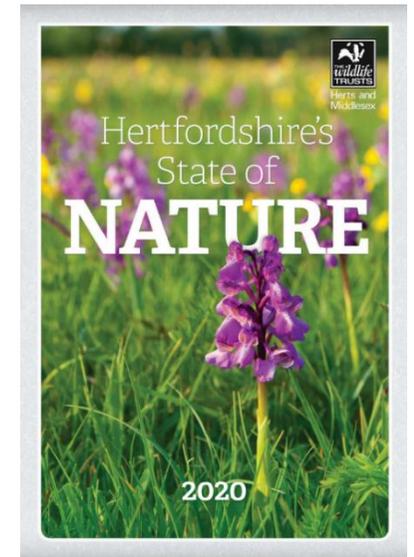
Trees are important as they help towards both reducing emissions, as well as improving biodiversity.

We are developing a tree planting strategy which will see several thousand more trees being added to the borough. Over 1000 new trees have already been planted since 2020.

Wildflowers

The UK has lost 97% of its wildflower meadows in less than 100 years.

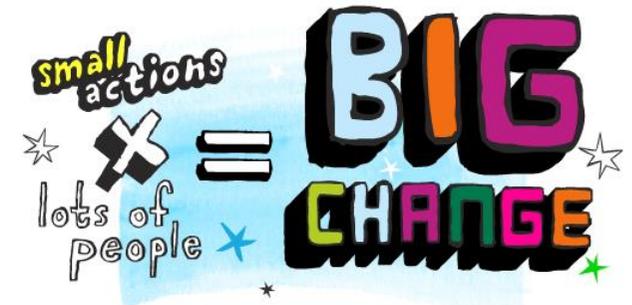
To increase the number of wildflowers locally we are designating more spaces for wildflowers and reviewing cutting processes. To celebrate Biodiversity Day 2021 we gave away over 1000 packets of wildflower seeds for free to residents and local schools. We also ran a primary school competition with an insect sit-and-study centre as the prize.



SUSTAINABLE COMMUNITIES

Sustainable Communities

To tackle the Climate and Ecological Emergency, change will need to come from individuals and organisations.



Small Actions Create Big Change

With nearly 8 billion people in the world, it can be easy to believe that individual actions don't matter. But every single action has an impact on the planet. The climate and ecological emergency has gradually been caused by lots of little unsustainable actions that have all created big changes.

Whether considering biodiversity or carbon emissions, the consequences of our individual actions are often not contained within the borough itself and instead have negative impacts elsewhere – e.g. a simple action of eating a cheeseburger can be linked to the negative impact of deforestation in the Amazon rainforest.

Throughout our daily lives we can all choose to make more sustainable choices; from the food that we eat, to the products we buy, the journeys we make and the energy we use. The consequences all add up, which is why the climate and ecological emergency is *everyone's* responsibility. This is why adopting sustainable lifestyles together as a community is so important. It is by working together and thinking about the little actions that we can help to fix the problems that we have created. Of course we will also need big changes from governments and industries, but the best way to spark these larger changes is with people power.

What will we be doing within the Council?

- Introducing Sustainability Impact Assessments to analyse each new project or policy
- Rolling out Carbon Literacy Training to more staff and to Members
- Developing internal sustainability initiatives and campaigns for staff

What will we be doing to support others?

- Developing Dacorum's Climate Action Network and using our 'spheres of influence' as far as possible
- Running a Green Community Grant scheme for local groups
- Running a variety of sustainability campaigns, initiatives and events for organisations, local groups, schools and individuals.

What can you do?

- Find out your carbon footprint and identify areas where you can make changes that align with a 5 tonne lifestyle
- Consider your own 'spheres of influence' and how you can encourage more positive change
- Join Dacorum's Climate Action Network and work with us to take action locally

Dacorum's Climate Action Network (Dacorum CAN) brings together local individuals and organisations to 'think global and act local'.

Dacorum CAN supports, educates, encourages and enables its members to make positive environmental changes, which will help to tackle the Climate and Ecological Emergency.

The network will help facilitate and encourage meaningful change throughout the borough by providing a platform to help to bring together local individuals, community groups, schools and organisations to share ideas, initiatives and take action to drive down our emissions, improve biodiversity and increase sustainability.

The network will support the delivery of many of the community initiatives identified in our CEE Action Plan.

By working together we will be able to amplify our actions and make progress faster. Actions will include running environmental campaigns and initiatives; hosting events to increase public engagement; increasing environmental education and awareness through training sessions and presentations, and much more.

We will aim to engage with thousands of local residents throughout the borough, as well as organisations. If you would like to join DacorumCAN, please email sustainability@dacorum.gov.uk

Dacorum Climate Action Network is free and open to everyone who lives, works and plays in Dacorum and pledges to take positive environmental actions.

Benefits of joining Dacorum CAN

- Discover local environmental events
- Access environmental webinars and training
- Discover local groups and initiatives
- Collaborate with like-minded people
- Stay up-to-date on local environmental initiatives
- Be inspired by Sustainability Superstars
- Receive information and advice about positive environmental actions



**THINK
GLOBAL**
**ACT
LOCAL**

Additional benefits for organisations...

- Amplify environmental projects and campaigns
- Free promotion of environmental events
- Find volunteers to help support initiatives
- Discover funding opportunities
- All organisations are welcome, including schools, community groups, businesses, charities, and more.

To join the network simply fill out a quick registration form: www.dacorum.gov.uk/dacorumcan

What's your carbon footprint?

Your carbon footprint is a measure of how many carbon emissions you produce in your everyday life. Calculating your carbon footprint helps you to understand what impact the actions in your daily life are having and how you are contributing to climate change.

You can find out your carbon footprint quickly and easily and see how it compares to the average UK or global citizen using [WWF's carbon footprint calculator](#). Your results are broken down into four key areas; food, home, travel and 'stuff' – which is essentially everything else that you buy or use.

- Average UK carbon footprint = **13 tonnes CO2e** per person
- Average global carbon footprint = **7 tonnes CO2e** per person.

WWF set a target of being 10.5 tonnes, however widely respected climate scientist Mike Berners-Lee recommends that we should be aiming for a 5 tonne lifestyle.

Green Community Grants

We have established a Green Community Grant scheme specifically to support projects in our community that benefit the environment, as well as Dacorum's residents. The purpose is to encourage and enable local groups to "*think global and act local*" whilst tackling environmental challenges.

Groups can obtain a maximum of £3,000. Proposed projects must demonstrate that they will actively help towards the mitigation of the climate and ecological emergency locally, whilst also engaging with or benefiting the local community. The projects with the greatest impacts will be awarded the funding.

Community Gardens and Orchards

Community gardens and orchards can be brilliant ways to create sustainable communities. We will be planning to establish more of these throughout the borough.

Locally grown produce can benefit the society in a number of ways: provide fresh and nutritious food, reduce the greenhouse gas emissions from its transport, improve self-sufficiency, increase climate resilience and improve the sense of well-being of the community.

In the 'Learning from lockdown' survey, over half of participants said that they would be willing to volunteer at a community garden. With 9 out of 10 participants telling us they would buy food from a local community garden. This would reduce the need for packaging, carbon emissions from transportation and storage, etc.

Reduce, Reuse, Recycle

The impacts of the items we choose to buy and how we dispose of them are often hidden, but by becoming aware of these and making sensible choices, we are able to have a positive environmental impact both on carbon emissions as well as biodiversity.

Supply chain impacts account for more than 80% of greenhouse gas emissions and more than 90% of the impact on air, land, water, biodiversity and geological resources. For this reason it is important to make conscious, ethical choices as consumers, whether you are an individual or an organisation.

Following the waste hierarchy by reducing, reusing and recycling as much as possible is a key element to developing a sustainable lifestyle.

To support with this, alongside the recycling service that we provide to residents we also work as part of WasteAware, the Hertfordshire Waste Partnership, to run a wide range of campaigns and initiatives throughout the borough. For example; Refill Hertfordshire, food waste challenges, Sustainable Clothes Swaps, reusable nappy initiatives, and more.



APPENDICES AND ADDITIONAL INFORMATION

DRAFT



AGENDA ITEM: SUMMARY

Report for:	CABINET
Date of meeting:	23rd November 2021
PART:	1
If Part II, reason:	

Title of report:	TREASURY MANAGEMENT OUTTURN AND PERFORMANCE INDICATORS 2020/21
Contact:	<p>Clr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Chief Finance Officer Author: Fiona Jump, Group Manager (Financial Services)</p>
Purpose of report:	To report upon the outturn performance for treasury management in 2020/21.
Recommendations	<p>i) That Cabinet recommends to Council acceptance of the report on Treasury Management performance in 2020/21 and the Prudential Indicators for 2020/21.</p> <p>ii) On the recommendation of the Council's S151 officer, that the roles specified at 6.2 to this report be approved as authorised signatories for the Council's bank accounts, in line with Financial Regulations.</p>
Corporate objectives:	Optimising investment income for General Fund and Housing Revenue budgets whilst managing investment risk is fundamental to achieving the corporate objective of ensuring efficient and modern service delivery.
Financial Implications:	In accordance with the CIPFA Treasury Management in the Public Services Code of Practice, the order of the Council's investment priorities is 1. Security; 2. Liquidity; and, 3. Return. This may result in the Council achieving a lower rate of return than an organisation operating a more aggressive investment strategy in a less regulated sector.
Risk Implications:	Good corporate governance encompasses risk management and making sure that the Council makes decisions with the full knowledge of the associated risks and opportunities.

Community Impact Assessment:	A Community Impact Assessment has not been identified as being required for this report.
Health And Safety Implications:	None
Monitoring Officer / S151 Officer Comments:	<p>Monitoring Officer-</p> <p>Compliance with the Local Government Act 2003 and CIPFA's Code of Practice on Treasury Management in Public Service is mandatory.</p> <p>Deputy Section 151 officer-</p> <p>This is a Deputy S151 Officer report.</p>
Consultees:	Link Asset Services
Background papers:	Cabinet 11 February 2020 – Treasury Management Strategy (Appendix K to Budget 2020/21 Report)
Glossary of acronyms and any other abbreviations used in this report	<p>CIPFA-The Chartered Institute of Public Finance and Accountancy</p> <p>MPC- Bank of England Monetary Policy Committee</p> <p>CFR- Capital Financing Requirement</p>

1. Regulatory Background

- 1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management in the Public Services (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.2 During 2020/21 the minimum reporting requirements were that Full Council should receive the following reports:
- an annual Treasury Management Strategy Statement in advance of the year;
 - a mid-year Treasury Management update report;
 - an annual review following the end of the year describing the activity compared to the strategy (this report).
- 1.3 This report provides the outturn position for the Council's treasury activities and highlights compliance with policies previously approved by Members.

2. The Economy and Interest Rates

- 2.1 Investment returns, which were low during 2019/20, decreased further during 2020. The expectation for interest rates within the treasury management strategy for 2020/21 was that Bank Rate would continue at the start of the year at 0.75 % before rising to end at 1.25%. At the point this forecast was made, the now realised implications of the Covid-19 pandemic were not known. In March 2020, the Bank of England's Monetary Policy Committee (MPC) reduced the Bank Rate (the Bank of England's base interest rate) firstly to 0.25% and then to 0.10%. This was to counter the negative financial impact of the national lockdown on the United Kingdom's economy.
- 2.2 The Bank of England and the Government also introduced new programmes of supplying the banking system and the economy with large amounts of cheaply available credit, so that banks could help businesses to survive the lockdown. The Government also supplied significant levels of funding to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, pushing down interest rates. The consequent effect of this was that investment earnings rates fell during the year.

3. Treasury Position as at 31 March 2021

Borrowing

- 3.1 The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). The Council's CFR was £348.9m at the end of the year (as shown below in 3.4). This includes the borrowing from the Public Works Loan Board following the introduction of HRA Self- Financing and the borrowing taken up in 2015/16 for General

Fund capital expenditure requirements. HRA self- financing involved the transfer of national housing debt from central government to local authorities with HRA responsibilities. No rescheduling of debt was undertaken during the year. Details of loans held by the Council as at 31 March 2021 can be found at Appendix A to this report.

General Fund

- 3.2 The General Fund CFR (its need to borrow) was £12.9m at 31 March 2021. The General Fund has borrowed in advance of need £4.8m. This borrowing has utilised the lower interest rates that have been available in recent years and will be used to fund the ongoing capital programme expenditure.

Housing Revenue Account

- 3.3 The HRA's CFR and external borrowing is £335.9m at 31 March 2021. During 2021 £4.6m of external borrowing was repaid in year.
- 3.4 During 2020/21, the Council's treasury position was as follows:

	31 March 2020 Principal	Rate/Return	Average Life	31 March 2021 Principal	Rate/Return	Average Life
<u>GENERAL FUND (GF)</u>	£m	%	Years	£m	%	Years
Total external debt	17.9	3.13%	21	17.6	3.15%	20
Total internal debt	0			0		
Other (finance leases)	0.2			0.2		
Capital Financing Requirement	13.2			12.9		
Over / (under) borrowing	4.9			4.8		

	31 March 2020 Principal	Rate/Return	Average Life	31 March 2021 Principal	Rate/Return	Average Life
<u>HOUSING REVENUE ACCOUNT (HRA)</u>	£m	%	Years	£m	%	Years
Total external debt	340.5	3.37%	17	335.9	3.39%	16
Capital Financing Requirement	340.5			335.9		
Over / (under) borrowing	0			0		

	31 March 2020 Principal	Rate/Return	Average Life	31 March 2021 Principal	Rate/Return	Average Life
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<u>HRA and GF COMBINED</u>	£m	%	Years	£m	%	Years
Capital Financing Requirement	353.7			348.9		
Total external debt*	358.6			353.7		
Total investments	69.1	0.81	0.51	112.5	0.25	0.29
Net external debt	289.5			241.2		

*including finance lease obligations

3.5 The table at 3.4 shows an increase in balances available for investment as at 31 March 2021 compared to as at 31 March 2020 that is, at a specific point in time. On average, cash balances available for investment during 2020/21 were comparable with average balances in the previous year. The Government provided significant levels of grant payments to the Council during 2020/21, which helped mitigate any material reduction in cash balances arising from the economic impact of the Coronavirus pandemic.

4. Investment Outturn

4.1 The Council's 2020/21 investment policy, contained in its Treasury Management Strategy approved by Council in February 2020, sets out the approach for choosing investment counterparties. It is based on a system of credit ratings provided by the three main credit rating agencies, and supplemented by additional market data (such as rating outlooks and bank share prices) provided by Link Asset Services, the Council's treasury management advisors.

4.2 The Council maintained an average balance of £88.9m of internally managed funds throughout 2020/21, earning an average rate of return of 0.25% compared with the previous year of 0.81%. The reduction in return between years is attributable to the reduction in interest rates described at 2.1 above.

4.3 The weighted average maturity for investments held by the Council at 31 March 2021 was 81 days. This compares to a weighted average maturity at 31 March 2020 of 72 days.

4.4 Investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

5. Prudential and Treasury Indicators

5.1 During 2020/21, the Council complied with its legislative and regulatory requirements set out in the Treasury Management Strategy. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2019/20 Actual	2020/21 Original Budget Estimate	2020/21 Actual
	£'000	£'000	£'000
Capital expenditure			
• General Fund	18,954	11,346	9,373
• HRA	37,722	29,698	17,027
• Total	56,676	41,044	26,400
Capital Financing Requirement:			
• General Fund	13,181	18,306	12,945
• HRA	340,518	337,980	335,928
• Total	353,699	356,286	348,873
External debt*	358,441	353,502	353,502
Investments- balance at year end			
• Longer than 1 year	0	0	0
• Under 1 year	69,113	72,875	112,467
• Total	69,113	72,875	112,467

*excluding finance lease obligations

- 5.2 In order to ensure that borrowing levels are prudent over the medium term, Local Authority external borrowing can only be for capital purposes, i.e. it cannot be used to support revenue expenditure. Gross borrowing should not, therefore, except in the short term, exceed its CFR i.e. the Council's need to borrow. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs. The advance borrowing shown above by external debt exceeding the CFR is due to the General Fund borrowing in advance of need in the short-term to take advantage of historically low interest rates, and the impact of slippage in the capital programme in prior years.
- 5.3 The **Authorised Limit** - the authorised limit is the “affordable borrowing limit” required by Section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. During 2020/21 the Council has maintained gross borrowing within its authorised limit.
- 5.4 The **Operational Boundary** – the operational boundary reflects the current borrowing position with an allowance for additional borrowing for cash flow purposes during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

	2020/21
Authorised limit	£410.000m
Operational boundary	£359.629m

- 5.5 **Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

Ratio of financing costs to net revenue stream	31-Mar-20 Actual	2020/21 Original Limits	31-Mar-21 Actual
Non - HRA	0.58%	1.38%	1.10%
HRA	20.08%	19.60%	20.78%

- 5.6 The increase on HRA ratio since the original estimate reflects lower interest rates than assumed in the original estimate, and therefore lower interest received. The reduction in GF ratio since the original estimate reflects both lower financing costs and revenue than that assumed in the original estimate.

- 5.7 The following table shows the **net debt position** for the Council. There has been no material change in debt year on year but the net debt has decreased by £48m due to an increase in investments held as at 31 March 2021. Cash balances were higher at this date than at 31 March 2020 due to in-year capital receipts and additional grant funding received from the Government during 2020/21.

	31 March 2020 Principal	Rate/ Return	Average Life	31-Mar- 21 Principal	Rate/ Return	Average Life
Fixed rate funding:	£m	%	Years	£m	%	Years
PWLB and Finance Leases	358.6	3.36%		353.7	3.38%	
Total external debt	358.6	3.36%	17	353.7	3.38%	16
CFR	353.7			348.9		
Over/ (under) borrowing	4.9			4.8		
Total investments	69.1	0.81	0.51	112.5	0.25	0.29
Net debt	289.5			241.2		

5.8 The following table shows the **maturity structure of the debt portfolio**:

	31-Mar-20 actual	31-Mar-21 actual
Under 12 months	£5.1m	£3.9m
12 months and within 24 months	£3.8m	£1.7m
24 months and within 5 years	£8.0m	£11.1m
5 years and within 10 years	£31.0m	£35.7m
10 years and above	£310.7m	£301.2m

5.9 The following table shows the **maturity structure of the investment portfolio**:

	2019/20 Actual £	2020/21 Actual £
Investments		
Longer than 1 year	-	-
Under 1 year	69.1m	112.5m
Total	69.1m	112.5m

6. Council bank accounts- authorised signatories

6.1 In line with the Council's Financial Regulations, Cabinet approval is required for officers to be assigned as authorised signatories on the Council's bank accounts. Authorised bank account signatories are able to approve the release of payments directly from the Council's bank accounts via online banking, as well as authorise cheques associated with these accounts. Each signatory has a single authorisation limit of up to £40k; any payments over £40k require the authorisation of two bank accounts signatories. Prior to receiving bank signatory approval, any payment to be made from the Council's bank account must be properly authorised by the relevant Officers or Members, as per the Council's authorisation hierarchy. Controls exist to mitigate the risk of any bank signatory initiating or authorising payments that have not had appropriate, independent approval.

6.2 Cabinet is asked to approve the following posts within the Council's organisational structure as bank account signatories:

- Chief Executive
- Chief Finance Officer
- Group Manager, Financial Services
- Group Manager, Revenues and Benefits
- Team Leader, Financial Planning and Analysis
- Team Leader, Financial and Regulatory Accounting.



Report for:	Cabinet
Date of meeting:	23rd November 2021
PART:	1
If Part II, reason:	

Title of report:	Budget Monitoring Quarter 2 2021/22
Contact:	Cllr Graeme Elliot, Portfolio Holder for Finance and Resources Nigel Howcutt, Assistant Director (Finance & Resources) Fiona Jump, Group Manager Financial Services
Purpose of report:	To provide details of the projected outturn for 2021/22 as at Quarter 2 for the: <ul style="list-style-type: none"> • General Fund • Housing Revenue Account • Capital Programme •
Recommendations	It is recommended that Cabinet considers the budget monitoring position for each of the above accounts and: <ol style="list-style-type: none"> 1. Recommends to Council to draw down an additional £700k from the Economic Recovery Reserve to support Covid- related pressures on General Fund budgets. 2. Recommends to Council the approval of a supplementary revenue budget of £200k in the Waste Services employees budget, funded from the Savings Efficiencies Reserve. 3. Approves transfer of budgets to set up a new Filming trading account: <ul style="list-style-type: none"> • Approves a budget virement from the Car Parking income budget to a newly created Filming budget of £60k.

	<ul style="list-style-type: none"> • Approves a budget virement from the Old Town Hall income budget to a newly created Filming budget of £21k. <p>4. Recommends to Council approval of the revised capital programme to move £13.81m slippage identified at Quarter 2 into financial year 2022/23 as detailed in Appendix C.</p> <p>5. Recommends to Council the following supplementary capital budgets:</p> <p>£0.135m for Town Centre Access Improvements project, funded from a capital contribution</p> <p>£0.9m for Aragon Close Move-On Accommodation, 50% funded from the Department for Levelling Up, Communities and Housing (DLUHC) Rough Sleepers Accommodation Programme.</p> <p>£0.3m to support development of Move-On Accommodation by Hightown Housing Association at Alexandra Road</p>
Corporate objectives:	Ensuring efficient, effective and modern service delivery.
Implications:	<p><u>Financial</u> This report outlines the financial position for the Council for 2021/22 and so summarises the financial implications of service decisions expected to be made for the financial year.</p> <p><u>Value for Money</u> Regular budget monitoring and reporting supports the effective use of the financial resources available to the Council.</p>
Risk Implications	This report outlines the financial position for the Council for 2021/22 and in so doing quantifies the financial risk associated with service decisions expected to be made for the financial year.
Community Impact Assessment	The content of this report does not require a Community Impact Assessment to be undertaken.
Health And Safety Implications	There are no Health and Safety implications arising from this report.
Statutory Officer Comments:	<p>Deputy Section 151 Officer:</p> <p>This is a Deputy S.151 Officer report.</p> <p>Monitoring Officer:</p> <p>No comments to add to the report.</p>

Consultees	The position reported within this report has been reviewed and discussed with relevant Council Officers.
Glossary of acronyms and any other abbreviations used in this report:	GF – General Fund HRA – Housing Revenue Account HCC – Hertfordshire County Council AFM – Alternative Financial Model DLUHC – Department for Levelling Up, Housing and Communities

1. Executive Summary

- 1.1 General Fund revenue outturn – General Fund revenue budgets are forecasting a deficit of c. £1m. This pressure is consistent with the Quarter 1 forecast, and is a combination of £0.7m that is attributable to the ongoing effects of Covid-19, and £0.3m which is non-Covid related. The Covid pressures of £0.7m can be funded from the Economic Recovery Reserve which was specifically set up for this purpose.
- 1.2 Housing Revenue Account outturn – The HRA is currently forecasting a deficit of £0.8m. At the end of the financial year, this can be funded from revenue reserves or from a reduced Revenue Contribution to Capital. This will be a decision for Members to take later in the financial year.
- 1.3 General Fund Capital – General Fund capital budgets are reporting slippage of £2.1m with an overspend of £0.2m at Quarter 2.
- 1.4 HRA Capital – there is forecast slippage of £11.7m in the HRA capital programme, which is 30% of the budget, and arises mostly in the HRA new build programme from challenges being experienced in dealing with third parties.

2. Introduction

- 2.1 The purpose of this report is to present the Council's forecast outturn for 2021/22 as at the 30th September 2021. The report covers the following budgets with associated appendices:
 - General Fund - Appendix A. A pressure against budget of c. £1m is forecast.
 - Housing Revenue Account (HRA) - Appendix B. A deficit of £0.8m is forecast.
 - Capital Programme - Appendix C. General Fund budgets are reporting slippage of £2.1m with an overspend of £0.2m at Quarter 2, with HRA forecasting re-phasing to future years of £11.7m (30% of budget).

3. General Fund Revenue Account

- 3.1 The General Fund revenue account records the income and expenditure associated with all Council functions, except the management of the Council's own housing stock, which is accounted for within the Housing Revenue Account (HRA).
- 3.2 Appendix A provides an overview of the General Fund forecast outturn position.

The table below outlines the service areas with a significant financial pressure:

Table 1		Description
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Scrutiny Committee	Key Financial Pressure	
Finance & Resources	£0.3m	Car Parking income
Housing and Community	£0.3m	Temporary Accommodation income and voids repair costs
Strategic Planning and Environment	£0.5m	Waste Services cost and income pressures

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

Table 2	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Finance & Resources	7,457	7,368	(89)	(1.2%)
Strategic Planning and Environment	10,871	11,556	685	6.3%
Housing & Community	1,779	2,087	308	17.3%
Total Operating Cost	20,107	21,011	904	4.5%
Core Funding	(20,107)	(20,052)	55	(0.3%)
Contribution (to)/ from General Fund Working Balance	0	959	959	

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

4. Finance and Resources and Core Funding

Table 3 - Finance & Resources	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Corporate and Contracted Services	2,975	3,044	69	2.3%
Performance, People and Innovation	3,213	3,228	15	0.5%
Chief Executive and Strategic Management Team	576	576	0	0.0%
Finance & Resources	45	(130)	(175)	(388.9%)
Neighbourhood Delivery	176	177	1	0.6%
Planning, Development and Regeneration	472	473	1	0.2%
Total	7,457	7,368	(89)	(1.2%)
	Current Budget £000	Forecast Outturn £000	Variance	
			£000	%
Core Funding	(20,107)	(20,052)	55	(0.3%)

4.1 Corporate and Contracted Services £69k pressure against budget

The forecast pressure includes:

- £360k pressure in car parking income. The income stream has been affected by restrictions imposed by the Covid-19 pandemic, particularly in the first quarter of the year where income was 23% down on budget. Quarter 2 has improved marginally to 18% down, but the income stream is still being affected by lower footfall numbers, due to the change in behaviour of both shoppers and commuters.

This pressure is being offset by a number of minor underspends as follows:

- Underspend of £40k from vacant posts in Legal and Corporate Services
- Savings in administrative budgets such as mailing and office expenses from new ways of working £30k
- Maternity leave and vacancies in the Procurement and Contracted Services area £75k
- Government compensation from lost income on the Leisure contract £90k
- Additional income above budget on The Forum £40k

4.2 Finance & Resources £175k surplus against budget

This includes:

- £600k surplus in Investment Property income. Three rental quarters have now been invoiced and income invoiced is 20% up on budget. The level of void properties is higher than pre-Covid levels, and may increase as the year goes on with Business Rates relief winding down and furlough coming to an end, but collection rates have held up well and are only slightly below pre-Covid levels. This is due to the proactivity of the Commercial Assets and Accounts Receivable teams in working with tenants to agree terms of payment such as payment plans.

This surplus is being offset by a number of overspends as follows:

- £90k pressure in the income budget for the Bunkers Farm new crematorium site due to delays experienced.
- £55k pressure in the budget for Civic Hall hire. Income continues to be below budget due to the effects of the Covid pandemic on social gatherings.

- £40k pressure in the Estates service due to use of agency to fund a specialist post.
- £140k pressure in Insurance costs. Following advice from the Council's insurance broker, an increase is anticipated on renewal of the insurance tender. Prices are expected to rise by 30%.
- £75k pressures across the Revenues and Benefits service and Financial Services on staffing budgets, the budget for cash processing services and other more minor expenditure lines.

4.3 Core Funding - £55k pressure against budget

- £325k of additional government grant income has been received as follows:

£250k of support relating to the administration of Covid-19.

£75k of new burdens funding to meet New Local Authority statutory requirements.

- Pressure of £250k in Investment Income. A pressure on the budget is anticipated, as interest rates remain very low following Bank of England base-rate reduction in March 2020.
- Pressure of £130k in additional costs incurred from the costs of repairs to void Temporary Accommodation properties. The higher than budgeted cost reflects the current high usage of properties for Temporary Accommodation. A revised schedule and scope of works is being undertaken given the current demand levels.

5. Strategic Planning and Environment

Table 4 - Strategic Planning & Environment	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Neighbourhood Delivery	9,954	10,572	618	6.2%
Planning, Development and Regeneration	899	957	58	6.5%
Finance & Resources	18	27	9	50.0%
Total	10,871	11,556	685	6.3%

5.1 Neighbourhood Delivery - £618k pressure against budget

- A pressure of £360k relates to Waste services employees' costs and vehicle hire costs. This is due to ongoing access issues from residents continuing to work from home and staffing challenges.

A supplementary budget of £200k is requested to fund a salary supplement to Waste and Clean, Safe and Green drivers, to

recognise the nationwide shortage of HGV drivers at the present time and ensure staff retention in order to maintain delivery of the services. This will be funded from the Savings Efficiencies Reserve.

- A pressure of £120k relates to income from the Alternative Financial Model (AFM). No income is expected from the AFM due to high levels of residual waste (loss of £260k income). This is partially offset by additional income from recycling credits which is expected to over-achieve budget by £140k from increased tonnage.
- A pressure of £50k related to the Commercial Waste service where income has not yet returned to pre-pandemic levels.
- A pressure of 40k relates to the cost of fly-tipping clearances. This carries a high cost, particularly when asbestos disposal is required.

5.2 Planning, Development and Regeneration - £58k pressure against budget

- This pressure relates to legal costs arising from the planning appeals process and staffing budgets due to agency requirement for specialist posts.

6. Housing and Community

Table 5 - Housing & Community	Current Budget £0	Forecast Outturn £0	Variance	
			£0	%
Corporate and Contracted Services	564	542	(22)	(3.9%)
Performance, People and Innovation	1,427	1,402	(25)	(1.8%)
Communities	1,442	1,464	22	1.5%
Housing	(1,654)	(1,321)	333	(20.1%)
Total Operating Cost	1,779	2,087	308	17.3%

6.1 Housing - £333k overspend against budget

A pressure of £220k has arisen against the budget for Temporary Accommodation (TA) income.

£110k is arising due to void properties in the Council's hostels (£50k) and in properties used for TA (£60k). In communal hostels, it is not possible to achieve maximum capacity on all units, as it would be unsafe to do so under current circumstances. In properties being used for TA, there are a high number of void properties due to complexity of the work required to ensure the properties are fit for purpose.

A pressure of £110k relates to a project to convert new units into TA. This has taken longer than anticipated due to the extensive work that is required

in converting the properties into suitable accommodation, including obtaining planning permission.

A variance of £80k arises mainly from pressures in staffing budgets in Private Sector Housing and Housing Options, as a result of staff sickness and maternity leave, and from pressures in utilities costs in the council's hostels.

A residual variance of £30k arises from minor costs in the Homelessness service, due to demand on the service.

7. Housing Revenue Account (HRA)

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

7.2 The projected HRA balance at the end of 2021/22 is a deficit of £0.8m. A balanced outturn position for the HRA can be achieved by either increasing (in the case of an overall surplus) or decreasing (in the case of an overall deficit) the final revenue contribution to capital for the HRA, or by a contribution from or to HRA revenue reserves. This will be a decision for Members to take once the final outturn position for 2021/22 is confirmed later in the financial year.

7.3 Dwelling Rents - £279k under achievement in income

The void rate is running slightly higher than the budgeted 0.8%, at 1.12%. This is particularly attributable to voids at sheltered schemes as a direct result of the pandemic.

7.4 Tenants Charges - £131k under achievement in income

In line with the Dwelling Rent variance, this variance has predominantly arisen due to the increased void level at sheltered schemes.

7.5 Contribution towards Expenditure - £150k under achievement in income

The income budget for minor capital receipts and rechargeable works is not expected to be fully achieved, due to lower activity as a result of the coronavirus pandemic.

7.6 Repairs and Maintenance - £131k over budget

This variance has arisen due to two factors: firstly, there is an underspend in the £1m budget set aside for a full stock condition survey. It has been decided to carry out a phased process, with a quarter of the council's stock being surveyed this financial year. The unspent portion of this budget will need to be carried forward into future financial years. Secondly, there is increased expenditure from addressing the backlog of work which had built up as a result of the Covid-19 pandemic following limited access to properties. There is a renewed focus on electrical works to ensure

compliance and a focus on completing outstanding work while access is permitted.

7.7 Supervision and Management - £230k over budget

This variance is comprised of a number of items including the following:

- £300k underspend on vacancies to be filled later in the financial year and underspend on general budgets where activity is lower due to Covid
- £220k share of the Transformation programme costs, funded from a reduced revenue contribution to capital (as agreed by Cabinet in June 2021)
- £100k of expenditure required to ensure asbestos compliance
- £140k in additional insurance costs in line with the pressure expected in General Fund budgets as a result of increased insurance premiums.

7.8 Rent, Rates and Taxes - £139k over budget

This pressure has arisen due to Council Tax liability from the change in empty homes discount from 3 months to 1 month. This pressure was seen in 2020/21 and is expected to continue into 2021/22. The budget will be corrected for 2022/23.

7.9 Technical and Accounting Adjustments

In addition to the service-related variances above, the following technical adjustments have arisen. These surpluses and deficits better reflect the position in the HRA that was seen last financial year and is expected again for this financial year. They can be balanced by a reduction in the revenue contribution to capital.

7.10 Interest and Investment Income - £117k under achievement in income

This pressure is expected due to interest rates remaining very low following the Bank of England base-rate reduction in March 2020.

7.11 Interest Payable - £201k surplus

A revised forecast outturn is reported based on an updated interest schedule and interest charges are lower than budgeted.

7.12 Provision for Bad Debts - £500k surplus

Although it is expected that tenants will need the support of the service during a challenging year, the budget allocation is not expected to be required in full. Arrears are down 10% year on year and collection rates are up, therefore the bad provision is estimated to be lower than budgeted. The projected impact of Covid and Universal Credit on bad debt has not been realised to date, with an underspend realised in the last financial year as well.

7.13 Depreciation - £2.3m increase to the forecast

The forecast reflects a more likely outturn position. On completion of the production of the 2020/21 financial statements, the impact of the re-valuations of dwellings that was undertaken has been factored into this year's projections. This increase is in line with the 2020/21 audited financial outturn

8. Capital Programme

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

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

The current budget is the original budget approved by Cabinet in February 2021, plus approved amendments.

The 'rephasing' column refers to projects where expenditure is still expected to be incurred but will now be in 2022/23 rather than 2021/22 ('slippage'), or conversely, where expenditure planned initially for 2022/23 has been incurred in 2021/22 ('accelerated spend').

The 'Variance' column refers to projects which are expected to come in under or over budget and projects which are no longer required.

	Current Budget £000	Rephasing £000	Revised Budget £000	Forecast Outturn £000	Variance	
					£000	%
Finance & Resources	4,186	(304)	3,881	4,056	175	4.2%
Strategic Planning and Environment	4,665	(1,700)	2,965	2,972	7	0.1%
Housing & Community	2,849	(105)	2,744	2,744	0	0.0%
GF Total	11,700	(2,110)	9,590	9,772	182	1.6%
HRA Total	38,413	(11,699)	26,714	26,716	2	0.0%
Grand Total	50,113	(13,809)	36,304	36,487	183	0.4%

8.2 General Fund Major Variances

General Fund capital budgets are reporting slippage of £2.1m with an overspend of £0.2m. The slippage of £2.1m includes the following items:

- Line 56 and 63: Slippage of £0.15m on Bennettsgate Shopping precinct window and façade renewal. For longer term economies of scale, the budget is being slipped and work will be undertaken during 2023/24 financial year. The current budget figure was based on an estimate for one wing of the property only, however on further investigation and review, it is proposed to undertake improvement works to all 3 wings of the property at the same time in 2023/24. A capital bid for a further £210k will be submitted during the next budget round to complete the proposed improvement works which will greatly improve the shopping centre.

- Line 108: Slippage of £105k in the Verge Hardening Programme. The number of suitable sites has reduced and the budget is being re-focussed to align with the climate change agenda and maximise any carbon neutral and green initiatives.
- Line 151: Slippage of £1.5m on Fleet Replacement Programme. This slippage is predominantly due to the delays in the supply of orders. The service is experiencing delays of approximately 9-12 months between order and supply. These delays are due to a shortage of raw materials which is impacting production. An element of the slippage (circa £0.25m) is related to planned purchases of fleet being slipped to future years to ensure the vehicles purchased fully meet the requirements of the service going forward.
- Line 156: Slippage of £134k on Durrants Lakes. This project has not progressed to date as further studies on the existing structures and ecological area are being undertaken.

8.3 Supplementary Capital Budgets

Additional capital budgets are requested for the following schemes:

- Line 82: Additional expenditure of £0.135m on Town Centre Access Improvements project. This is the project to improve traffic flow and access into the Water Gardens car parks in Hemel Hempstead. The additional budget requirement can be funded from a contribution from Hertfordshire County Council towards the scheme.
- Aragon Close – 8 units of Move-On Accommodation. The Council has been successful in obtaining 50% grant funding from the Department for Levelling Up, Communities and Housing (DLUHC) Rough Sleepers Accommodation Programme. This scheme will provide much-needed move-on accommodation for homeless households. A supplementary budget of £900k is requested, of which 50% is funded from grant.
- Alexandra Road - a budget of £300k is requested to support development of Move-On Accommodation by Hightown Housing Association. The Dacorum contribution is match-funded from a £300k contribution from the Rough Sleepers Accommodation Programme.

8.4 Housing Revenue Account Major Variances

There is estimated slippage of £11.7m in the HRA capital programme.

This includes the following items:

- Line 175: Slippage of £0.75m on Special Projects. This budget is for the creation of additional units in Supported Housing Schemes and the upgrade of communal facilities. The project has been temporarily put on hold awaiting a review of sheltered accommodation to ensure the resources are put to best use.

In the HRA new build budgets set in Autumn 2020, a number of factors which are largely out of control of the council have resulted in delays to the schemes. These include:

- Line 183: Slippage of £3.75m on Eastwick Row. The scheme has been delayed due to challenges in finding an agreeable pre-commencement planning condition around a drainage solution with Herts County flood authority. This will lead to a delay in the units being delivered. Planning applications are taking longer to journey through the planning process, because dealings with third parties and statutory consultees such as HCC or the Environment Agency are taking much longer than prior to the Covid pandemic.
- Line 185 and 190: Slippage of £1.0m on Paradise Fields and £2.7m on Marchmont Fields. Timing differences in purchasing the land sites have occurred due to delays in the planning process.
- Line 187 and line 191: Slippage of £1.6m on Paradise Depot and £1.1m on Randalls Ride. Following Cabinet approval to appoint contractors on these schemes, there are a number of planning pre-commencement conditions that will need to be resolved including reaching agreement with Herts CC highways department who currently have high volumes of work.
- Line 188: Slippage of £0.7m on Garage sites. This scheme has been delayed in going out to tender due to not achieving planning approval on all the schemes until August 2021.

9. Conclusions and recommendations As at Quarter 2 2021/22, there is a forecast pressure of c. £1m against General Fund budgets and a forecast deficit of £0.8m against Housing Revenue Account budgets.

9.2 As at Quarter 2 2021/22, General Fund capital budgets are reporting slippage of £2.1m with an overspend of £0.2m. Against Housing Revenue Account capital schemes, budget rephasing of £11.7m is forecast.

9.3 Members are asked to:

- note the forecast outturn position as at Quarter 2
- recommend to Council to approve the draw down from reserves set out in the report.
- approve the budget virements set out in the report.
- recommend to Council the approval of supplementary revenue budgets set out in the report.
- recommend to Council the approval of supplementary capital budgets set out in the report.

- recommend to Council the approval of the revised capital programme to move slippage identified at Quarter 2 into financial year 2022/23;



Dacorum Borough Council

Revenue Budget Monitoring Report for September 2021 (Cost of Services Analysis By Scrutiny Committee)

	<i>Full Year</i>		
	Budget £000	Forecast Outturn £000	Variance £000
Cost of Services			
Finance and Resources	7,457	7,368	(89)
Housing and Community	1,779	2,087	308
Strategic Planning and Environment	10,871	11,556	685
Net Cost of Services	20,107	21,011	904
Other Items			
Investment Income	(425)	(175)	250
Interest Payments and MRP	1,037	1,037	0
Parish Precept Payments	1,000	1,000	0
Government Grants	(1,968)	(2,293)	(325)
Revenue Contribution to Capital	350	350	0
Taxation (Council Tax and Business Rates)	(15,494)	(15,494)	0
Surplus / Deficit on Provision of Services	(15,500)	(15,575)	(75)
Transfers between Reserves / Funds			
Net Recharge to the HRA	(4,607)	(4,477)	130
Net Movement on General Fund Working Balance	0	959	959

 Housing Revenue Account 2021/22 Outturn Revenue Budget Monitoring Report				
	Budget	Forecast	Variance	
	£000	Outturn	£000	%
	£000	£000	£000	%
Income:				
Dwelling Rents	(55,465)	(55,186)	279	-0.5%
Non-Dwelling Rents	(102)	(102)	0	0.0%
Tenants Charges	(1,517)	(1,386)	131	-8.6%
Leaseholder Charges	(593)	(593)	0	0.0%
Interest and Investment Income	(192)	(75)	117	-60.9%
Contribution towards Expenditure	(645)	(495)	150	-23.3%
Total Income	(58,514)	(57,837)	677	-1.2%
Expenditure:				
Repairs & Maintenance	11,608	11,739	131	1.1%
Supervision & Management	13,692	13,922	230	1.7%
Rent, Rates, Taxes & Other Charges	36	175	139	386.1%
Interest Payable	11,586	11,385	(201)	-1.7%
Provision for Bad Debts	975	475	(500)	-51.3%
Depreciation	12,905	15,233	2,328	18.0%
HRA Democratic Recharges	341	341	0	0.0%
Revenue Contribution to Capital	7,371	5,407	(1,964)	-26.6%
Total Expenditure	58,514	58,677	163	0.3%
Transfer to / (from) Housing Reserves	0	0	0	0.0%
HRA Deficit / (Surplus)	0.00	840	840	0.0%
Housing Revenue Account Balance:				
Opening Balance at 1 April 2021	(2,892)	(2,892)	0	0.0%
Deficit / (Surplus) for year	0	840	840	0.0%
Proposed Contributions to Reserves	0	0	0	
Closing Balance at 31 March 2022	(2,892)	(2,052)	840	

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
General Fund											
Finance and Resources											
Commercial Assets and Property Development											
42 Service Lease Domestic Properties	Richard Rice	30,000	0	0	0	0	30,000	1,342	30,000	0	0
43 Old Town Hall - Cafe Roof and stonework renewal	Richard Rice	0	60,000	0	0	0	60,000	0	0	(60,000)	0
44 Demolition of Civic Centre	Richard Rice	0	0	0	0	0	0	5,858	0	0	0
45 Berkhamsted Civic Centre Staircase Renewal	Richard Rice	0	0	0	0	0	0	1,100	0	0	0
46 Berkhamsted Civic Centre Lift Renewal	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
47 Renew Mains Water Supply to Berkhamsted Civic Centre	Richard Rice	25,000	0	0	0	0	25,000	10,251	25,000	0	0
48 Tring Community Centre - new play area for Children's Nursery	Richard Rice	0	11,144	0	0	0	11,144	0	11,144	0	0
49 Adeyfield Community Centre Structural Improvements	Richard Rice	17,000	0	0	0	0	17,000	0	17,000	0	0
50 Boiler Replacement Programme	Richard Rice	140,000	(71,245)	0	0	0	68,755	0	68,755	0	0
51 Tring Community Centre - Retaining Wall for New Play Area	Richard Rice	20,000	0	0	0	0	20,000	0	20,000	0	0
52 Rossgate Shopping Centre - Structural Works	Richard Rice	0	300,901	0	0	0	300,901	0	300,901	0	0
53 100 High St (Old Town), Hemel - Window Replacement	Richard Rice	0	14,000	0	0	0	14,000	0	14,000	0	0
54 Long Chaulden Roof	Richard Rice	0	55,020	0	0	0	55,020	0	55,020	0	0
55 Bellgate - Walkway Renovation	Richard Rice	0	27,000	0	0	0	27,000	0	27,000	0	0
56 Bennettsgate - Window Renewal	Richard Rice	0	74,780	0	0	0	74,780	0	0	(74,780)	0
57 Commercial Assets - Shopping Centres	Richard Rice	0	4,897	0	0	0	4,897	40,490	40,490	0	35,593
59 Improvement Works to Market Stores	Richard Rice	0	20,000	0	0	0	20,000	22,477	22,477	0	2,477
60 Refurbishment of Dacre House	Richard Rice	450,000	0	0	0	0	450,000	45,384	450,000	0	0
61 Renew Surface Water Drains to Henry Wells Square	Richard Rice	40,000	0	0	0	0	40,000	0	40,000	0	0
62 Void Commercial Property Refurbishment	Richard Rice	70,000	0	0	0	0	70,000	71,858	71,858	0	1,858
63 Bennettsgate - Structural Concrete Improvements & Façade Renewal	Richard Rice	90,000	0	0	0	0	90,000	10,238	10,500	(79,500)	0
64 Bellgate - Concrete Renewal & Refurbishment	Richard Rice	25,000	0	0	0	0	25,000	0	25,000	0	0
65 Village Centre - Soffits & Facias	Richard Rice	45,000	0	0	0	0	45,000	0	45,000	0	0
66 High Street Tring, Electrical Works	Richard Rice	21,000	0	0	0	0	21,000	6,207	21,000	0	0
67 Broadwater Road Resurfacing	Richard Rice	93,000	0	0	0	0	93,000	0	93,000	0	0
135 Allotment Improvement Programme	Richard Rice	40,000	9,590	0	0	0	49,590	0	49,590	0	0
136 Stone Works to Charter Tower	Richard Rice	18,000	0	0	0	0	18,000	1,590	18,000	0	0
137 Nickey Line Bridge Refurbishment	Richard Rice	50,000	0	0	0	0	50,000	0	50,000	0	0
		1,194,000	506,087	0	0	0	1,700,087	216,796	1,525,735	(214,280)	39,928
Procurement and Contracted Services											
72 Dacorum Athletics Track - Resurface Track	Ben Hosier	0	117,029	0	0	0	117,029	0	117,029	0	0
73 Hemel Hempstead Sports Centre - Astroturf renewal	Ben Hosier	0	280,000	0	0	0	280,000	0	280,000	0	0
75 Berkhamsted Leisure Centre Redevelopment	Ben Hosier	0	500,000	0	0	0	500,000	233,046	500,000	0	0
76 Hemel Hempstead Leisure Centre - Fire Door Improvements	Ben Hosier	0	0	95,000	0	95,000	95,000	90,475	95,000	0	0
77 Hemel Hempstead Leisure Centre - Pool Dosing Equipment	Ben Hosier	0	0	50,000	0	50,000	50,000	0	50,000	0	0
78 Car Park Refurbishment	Ben Hosier	60,000	623,193	0	0	0	683,193	6,837	683,193	0	0
80 Water Gardens North Car Park Drainage Improvements	Ben Hosier	35,000	0	0	0	0	35,000	0	35,000	0	0
81 Multi Functional Devices	Ben Hosier	90,000	0	0	0	0	90,000	0	0	(90,000)	0
82 Town Centre Access Improvements	Ben Hosier	0	391,864	0	0	0	391,864	105,069	526,864	0	135,000
		185,000	1,912,086	145,000	0	145,000	2,242,086	435,428	2,287,086	(90,000)	135,000

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
Finance and Resources (continued)											
Information, Communication and Technology											
94 Rolling Programme - Hardware	Ben Trueman	75,000	0	0	0	0	75,000	20,212	75,000	0	0
95 Software Licences - Right of Use	Ben Trueman	40,000	29,850	0	0	0	69,850	0	69,850	0	0
96 Future vision of CRM	Ben Trueman	(25,000)	123,600	0	0	0	98,600	0	98,600	0	0
		90,000	153,450	0	0	0	243,450	20,212	243,450	0	0
Legal and Corporate Services											
100 Audio-visual Improvement Works at The Forum	Mark Brookes	0	0	0	0	0	0	42,512	0	0	0
		0	0	0	0	0	0	42,512	0	0	0
Totals: Finance and Resources		1,469,000	2,571,623	145,000	0	145,000	4,185,623	714,948	4,056,271	(304,280)	174,928
Housing and Community											
Communities											
108 Verge Hardening Programme	Layna Warden	350,000	(24,898)	0	0	0	325,102	102,346	220,000	(105,102)	0
110 Capital Grants - Community Groups	Layna Warden	20,000	3,500	0	0	0	23,500	0	23,500	0	0
		370,000	(21,398)	0	0	0	348,602	102,346	243,500	(105,102)	0
Procurement and Contracted Services											
Rolling Programme - CCTV Cameras	Ben Hosier	25,000	1,456	0	0	0	26,456	0	26,456	0	0
115 Alarm Receiving Centre	Ben Hosier	0	33,627	0	0	0	33,627	0	33,627	0	0
116 CCTV Equipment Refresh	Ben Hosier	110,000	(41,713)	0	0	0	68,287	13,525	68,287	0	0
		135,000	(6,630)	0	0	0	128,370	13,525	128,370	0	0
Property and Place											
121 Disabled Facilities Grants	Jason Grace	741,000	202,842	0	0	0	943,842	328,660	943,842	0	0
		741,000	202,842	0	0	0	943,842	328,660	943,842	0	0
Strategic Housing											
125 Affordable Housing Development Fund	David Barrett	829,000	275,614	0	0	0	1,104,614	96,776	1,104,614	0	0
126 Temporary Accommodation - creation of new units	David Barrett	300,000	23,386	0	0	0	323,386	49,887	323,386	0	0
127 Aragon Close - Creation of Affordable Housing Move-on Units	David Barrett	0	0	0	0	0	0	3,696	0	0	0
		1,129,000	299,000	0	0	0	1,428,000	150,359	1,428,000	0	0
Totals: Housing and Community		2,375,000	473,814	0	0	0	2,848,814	594,890	2,743,712	(105,102)	0

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)
Strategic Planning and Environment											
Development Management and Planning											
141 3D Modelling Software for Planning	Sara Whelan	0	60,000	0	0	0	60,000	0	60,000	0	0
142 Tablets for Planning	Sara Whelan	0	20,000	0	0	0	20,000	0	20,000	0	0
		0	80,000	0	0	0	80,000	0	80,000	0	0
Environmental Services											
146 Wheeled Bins & Boxes for New Properties	Craig Thorpe	100,000	0	0	0	0	100,000	138,036	106,673	0	6,673
147 Waste & Recycling Service Improvements	Craig Thorpe	25,000	0	0	0	0	25,000	11,648	25,000	0	0
149 Resurfacing Works and Building Improvement to Depot	Craig Thorpe	0	60,000	0	0	0	60,000	0	60,000	0	0
150 Chipperfield Common Car Park Resurfacing	Craig Thorpe	200,000	0	0	0	0	200,000	0	200,000	0	0
151 Fleet Replacement Programme	Craig Thorpe	3,111,905	901,345	0	0	0	4,013,250	1,968,543	2,500,000	(1,513,250)	0
		3,436,905	961,345	0	0	0	4,398,250	2,118,227	2,891,673	(1,513,250)	6,673
Strategic Planning and Regeneration											
156 Urban Park/Education Centre (Durrants Lakes)	Chris Taylor	0	134,015	0	0	0	134,015	0	0	(134,015)	0
158 The Bury - Conversion into Museum and Gallery	Chris Taylor	0	53,150	0	0	0	53,150	7,800	0	(53,150)	0
		0	187,165	0	0	0	187,165	7,800	0	(187,165)	0
Totals: Strategic Planning and Environment		3,436,905	1,228,510	0	0	0	4,665,415	2,126,027	2,971,673	(1,700,415)	6,673
Totals - Fund: General Fund		7,280,905	4,273,947	145,000	0	145,000	11,699,852	3,435,865	9,771,656	(2,109,797)	181,601

CAPITAL PROGRAMME MONITORING BY SCRUTINY COMMITTEE FOR SEPTEMBER 2021

Scheme	Budget Holder	Original Budget	Prior Year Slippage	Adj's, Supps, Virements	Adjustments (Slip. C/F)	In-Year Adjustments	Current Budget	YTD Spend	Projected Outturn	Forecast Slippage	Projected Over / (Under)	
Housing Revenue Account												
Housing and Community												
Property & Place												
170	Planned Fixed Expenditure	Jason Grace	4,635,000	2,242,000	0	0	0	6,877,000	1,814,443	7,405,000	0	528,000
171	Pain/Gain Share (Planned Fixed Expenditure)	Jason Grace	0	0	0	0	0	0	126,308	0	0	0
172	M&E Contracted Works	Jason Grace	(220,000)	1,320,000	0	0	0	1,100,000	298,558	1,100,000	0	0
173	Communal Gas & Heating	Jason Grace	(1,000,000)	3,500,000	0	0	0	2,500,000	759,439	2,500,000	0	0
174	DBC Commissioned Capital Works	Jason Grace	5,746,000	758,132	0	(1,153,000)	(1,153,000)	5,351,132	1,432,102	4,823,132	0	(528,000)
175	Special Projects	Jason Grace	(47,147)	847,147	0	0	0	800,000	(1,105)	50,000	(750,000)	0
			9,113,853	8,667,279	0	(1,153,000)	(1,153,000)	16,628,132	4,429,745	15,878,132	(750,000)	0
Strategic Housing												
179	New Build - General Expenditure	David Barrett	0	0	0	30,000	30,000	30,000	0	0	127,000	(157,000)
180	Martindale	David Barrett	0	0	0	0	0	0	1,478	0	0	0
181	Bulbourne	David Barrett	823,155	117,165	0	(60,320)	(60,320)	880,000	20,678	851,000	(29,000)	0
182	Coniston Road	David Barrett	925,145	978,087	0	(281,230)	(281,230)	1,622,002	685,127	1,535,002	(87,000)	0
183	Eastwick Row	David Barrett	5,267,730	714,189	0	493,080	493,080	6,474,999	573,165	2,724,999	(3,750,000)	0
184	St Margaret's Way	David Barrett	554,645	(18,886)	0	(166,500)	(166,500)	369,259	265,281	302,499	(66,760)	0
185	Paradise Fields	David Barrett	3,276,000	(846,436)	0	(869,000)	(869,000)	1,560,564	11,019	559,999	(1,000,565)	0
186	Gaddesden Row	David Barrett	(70,985)	69,482	0	0	0	(1,503)	14,705	0	0	1,503
187	Randalls Ride	David Barrett	1,611,820	8,019	0	(175,840)	(175,840)	1,443,999	17,679	321,999	(1,122,000)	0
188	Garage Sites - New Build Developments	David Barrett	4,363,935	768,185	0	(1,512,760)	(1,512,760)	3,619,360	70,155	2,895,155	(724,205)	0
189	Wilstone	David Barrett	1,251,000	75,403	0	(496,300)	(496,300)	830,103	17,818	825,003	(5,100)	0
190	Marchmont Fields	David Barrett	3,042,000	53,470	0	(145,000)	(145,000)	2,950,470	31,950	260,000	(2,690,470)	0
191	Paradise Depot	David Barrett	1,660,000	128,548	0	0	0	1,788,548	30,250	179,998	(1,608,550)	0
192	Cherry Bounce	David Barrett	245,000	265,190	0	(292,640)	(292,640)	217,550	83,721	225,000	7,450	0
193	Stoneycroft and Great Sturgess	David Barrett	0	0	0	0	0	0	2,743	157,000	0	157,000
			22,949,445	2,312,416	0	(3,476,510)	(3,476,510)	21,785,351	1,825,767	10,837,654	(10,949,200)	1,503
Totals: Housing and Community			32,063,298	10,979,695	0	(4,629,510)	(4,629,510)	38,413,483	6,255,512	26,715,786	(11,699,200)	1,503
Totals - Fund: Housing Revenue Account			32,063,298	10,979,695	0	(4,629,510)	(4,629,510)	38,413,483	6,255,512	26,715,786	(11,699,200)	1,503
Totals			39,344,203	15,253,642	145,000	(4,629,510)	(4,484,510)	50,113,335	9,691,377	36,487,442	(13,808,997)	183,104



AGENDA ITEM:

Report for:	Cabinet
Date of meeting:	23rd November 2021
Part:	Part I with Part II appendix
If Part II, reason:	The Part II appendix contains information relating to the financial or business affairs of the Council. (Local Government Act 1972, Schedule 12A, Part 1, Paragraph 3).

Title of report:	Berkhamsted Leisure Centre
Contact:	Cllr Andrew Williams, Leader of the Council and Portfolio Holder for Corporate and Contracted Services Author/Responsible Officers: <ul style="list-style-type: none"> • Mark Brookes, Assistant Director (Corporate and Contracted Services)
Purpose of report:	To report progress to Cabinet at the end of RIBA Stage 2 (Concept Design) phase of work regarding the development of a new Berkhamsted Sports Centre and to seek authority to proceed to Stage 3 (Spatial Coordination) with delegated authority to proceed to Stage 4 (Technical Design).
Recommendations:	<ol style="list-style-type: none"> 1. That Cabinet notes the Concept Design of the project and the proposed facility mix as set out in Section 4, inclusive of a spa facility, and agrees to proceed to RIBA Stage 3 (Spatial Coordination). 2. That Cabinet notes:- <ol style="list-style-type: none"> (a) the consultation undertaken with stakeholders during this phase of work and the further consultations required, including public consultation, as set out in Section 3. (b) the working project timeline in Section 6. 3. That Cabinet notes the forecast project costs (detailed in Part II Appendix) and recommends Council approves

	<p>a maximum drawdown of £550,000 from the Dacorum Development Reserve to proceed with the next project stage (RIBA Stage 3 – Spatial Coordination).</p> <ol style="list-style-type: none"> 4. That Cabinet notes the approvals strategy set out in Section 2 and recommends that Council approves a maximum drawdown of £425k from the Dacorum Development Reserve to proceed with RIBA Stage 4 (Technical Design). 5. That Cabinet delegates the decision for proceeding from Stage 3 to Stage 4 to the Assistant Director, Corporate and Contracted Services and the S.151 officer in consultation with the Chief Executive and Leader of the Council. 6. That Cabinet notes and endorses the Main Contractor procurement strategy set out in Section 5, utilising the Procure Partnerships Framework for a two stage, design & build tender process and delegates authority to the Assistant Director, Corporate and Contracted Services and the S.151 officer to award the first stage pre-contract services agreement to the preferred Main Contractor. 7. That Cabinet endorses the proposal to provide a further update once the public consultation has completed and the on and off-site football provision and potential residential option has been developed in more detail (within the next phase of work) before proceeding to Stage 4 and to report again at the end of RIBA Stage 4 (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.
Corporate Objectives:	<p>A modern leisure provision is central to delivering a borough that people can enjoy and to support a fit and healthy population.</p> <p>A new leisure facility will help to ensure Berkhamsted and the wider borough has a leisure facility that continues to meet the needs of existing and future residents.</p>
Implications:	<p><u>Financial</u></p> <p>An update of the financial implications of the project is set out in the Part II report and will be further developed into a more detailed costed proposal and business plan once further design and stakeholder consultation has been progressed in the next phase of work, RIBA Stage 3.</p> <p>This report seeks approval to proceed to RIBA Stage 3 and a drawdown of £550,000 for the project team fees and survey costs required at that stage.</p>

	<p>Further approval is sought to progress to RIBA Stage 4 with a forecast cost of £425,000 for the project team fees and survey costs required at that stage, with delegated authority for doing so subject to the successful completion of RIBA Stage 3.</p> <p><u>Operational</u></p> <p>Subject to agreement on contractual terms, the sports centre will continue to be run by Everyone Active until the end of their contractual term, however a new build facility would require a reassessment of the existing terms.</p> <p>The aim (as far as is possible) will be to keep the existing facility open until the new facility is ready to be opened in order to minimise disruption to existing users.</p> <p>The Happy Days Nursery and existing external 5-a-side pitches will need to be closed for the duration of the construction period of the new centre. Mitigation by way of temporary measures for both facilities are being considered.</p> <p><u>Value for Money</u></p> <p>The development will provide a new facility, which will be designed to last for the next 40 years and will be flexible enough to adjust to changes in user demands during that period.</p> <p>The main building contractor will be competitively tendered separately to the consultant project team and an appropriate and compliant route will be selected to ensure value for money is achieved.</p> <p>Further detail and recommendations are provided within this report and key decisions will be provided to Cabinet for approval in future.</p>
<p>Risk Implications:</p>	<p>Failure to invest in the facility could leave it in a condition which will not meet the Council's and users' expectations and could lead to reduced usage contrary to the Council's Sports Strategy.</p> <p>A further review of the project risks has been undertaken and the key risks are detailed within the Part II appendix.</p>
<p>Community Impact:</p>	<p>The proposal will continue to be developed to ensure that it has no adverse impacts on the community with an aim to increase participation across all groups. Consideration of all protected groups is being continually assessed as the project develops and consultation has taken place with the Council's Diversity & Community Inclusion Lead Officer. This will continue through Stages 3 & 4 and a formal Community Impact Assessment will be completed during those stages.</p>

<p>Health And Safety Implications:</p>	<p>A new centre will result in significant additional investment in the site and improve the Health and Safety of the facility by bringing it up to modern standards.</p>
<p>Monitoring Officer/S.151 Officer Comments:</p>	<p>Monitoring Officer:</p> <p>There are no legal issues to highlight at this stage as the report is recommending proceeding to RIBA Stage 3 and 4 where further design, cost/revenue planning, and site due diligence work be carried out.</p> <p>All surveys and additional appointments made during this phase of work have been undertaken in a compliant manner, as directed by Procurement officers.</p> <p>S.151 Officer:</p> <p>The recommendation for the Berkhamsted Leisure Centre Development to move to Stage 3 requires funding of £550k, with an additional requirement of £425k for Stage 4 if further approval is granted.</p> <p>These funds can be drawn-down from the Dacorum Development reserve in 2021/22 or 2022/23 as required.</p> <p>During the delivery of the RIBA Stage 3 work, more detailed understanding of future income and expenditure analysis will be available, and a specific funding proposal for the scheme will be developed as part of the Stage 3 completion.</p>
<p>Consultees:</p>	<p>As part of the Concept Design stage of work, a significant amount of NGBs, stakeholders and interested parties have been consulted, including:</p> <ul style="list-style-type: none"> • Berkhamsted Town Council • Dacorum Member Working Group • Everyone Active • Sport England • Crime Prevention Officer • Diversity & Community Inclusion Officer • Hertfordshire County Council Highways • Housing and Community Overview and Scrutiny Committee • Finance and Resources Overview and Scrutiny Committee <p>A full schedule of consultees is included within this paper.</p>

<p>Background papers:</p>	<p>Strategic Review Indoor Sports and Leisure Facilities – (October 2016)</p> <p>Active Dacorum: A Physical Activity and Sport Strategy for Dacorum 2019-2024 (the Sports Strategy)</p> <p>Cabinet reports March 2019, January 2020, April 2021.</p> <p>Feasibility Study – Knight, Kavanagh & Page Ltd (May 2020)</p> <p>RIBA Stage 2 Report – Berkhamsted Leisure Centre Project Team (September 2021)</p>
<p>Glossary of acronyms and any other abbreviations used in this report:</p>	<p>Dacorum Borough Council (the Council)</p> <p>Everyone Active (EA)</p> <p>Berkhamsted Sports Centre (the Sports Centre)</p> <p>Office for National Statistics (ONS)</p> <p>Overview and Scrutiny Committee (OSC)</p> <p>Berkhamsted Town Council (BTC)</p> <p>Knight, Kavanagh & Page (KKP)</p>

1. Background & Context

- 1.1 In March 2019, Cabinet considered a report regarding options for the redevelopment of Berkhamsted Sports Centre.
- 1.2 The options considered were Minor Refurbishment, Major Refurbishment or New Build facility. Members agreed that further feasibility work should be carried out on the New Build option.
- 1.3 In January 2020, Cabinet endorsed the following Minimum Project Requirements and approved the commencement of a RIBA Stage 1 Feasibility Study to consider potential options for a replacement New Build option with a baseline facility mix:
 - To create a high-quality sporting environment which is inclusive and accessible to all users.
 - To ensure that the facility mix considers the needs and requirements of all user groups.
 - To create a sports centre which considers its impact on the environment and implements measures to mitigate that impact.
 - To create a sports centre which is financially sustainable in terms of its running costs against projected income and a centre which can be developed within the Council's affordability criteria.
- 1.4 The Feasibility Study outlined two options for the replacement of the Berkhamsted Sports Centre, detailed as the 'Essential Option' and the 'Desirable Option'. It is important to note that these options were developed for the feasibility stage to ensure that the Council's minimum requirements could be met whilst addressing the feasibility and affordability of additional facilities.
- 1.5 In April 2021. Cabinet approved the appointment of a multi-disciplinary Project Team led by Faithful+Gould, procured via the CCS Project Management & Full Design Team Services Framework for the delivery of the project, with contractual break clauses at the end of each RIBA stage.
- 1.6 RIBA Stage 2 (Concept Design) commenced in May 2021 with surveys being procured to further understand the site conditions whilst engagement with stakeholders allowed the scheme to be developed.
- 1.7 The RIBA stages are set out in Appendix 1

2. Project Governance & Approvals Strategy

- 2.1 The project governance structure is set out in Appendix 2 and continues to operate effectively. The major budgetary approvals will be approved by Full Council and the strategic project decisions will be made by Cabinet, with delegations down to the Project Board or the Portfolio

Holder for Corporate and Contracted services to ensure that the more operational decisions can be made efficiently.

- 2.2 Scrutiny will be provided to Cabinet decisions through the Finance and Resources OSC in relation to finance/budgetary matters with scrutiny in relation to sports development and community impact provided by the Housing and Community OSC.
- 2.3 Informal member engagement is carried out through a cross-party working group, which has provided valuable feedback as the scheme develops.
- 2.4 This report provides an update to members on the conclusion of Stage 2 and requests that Cabinet recommends that Council agrees a maximum drawdown of £550,000 to proceed with the next project stage (RIBA Stage 3 – Spatial Co-ordination) and that Cabinet approves the development of a Planning Application.
- 2.5 This report also requests that Cabinet recommends that Council agrees a maximum drawdown of £425k to proceed with RIBA Stage 4 (Technical Design), and delegates the decision for proceeding from Stage 3 to Stage 4, to the Assistant Director, Corporate and Contracted Services, and the S.151 officer in consultation with the Chief Executive and Leader of the Council.
- 2.6 The proposal to proceed from Stage 3 to Stage 4 with delegated authority is to allow the project to maintain progress. However, the project will return to scrutiny and Cabinet, to report the outcomes of the public consultation, agree a final position with regards to on or off-site football provision and the residential development option, and also to present the final scheme which will be submitted in the planning application. .
- 2.7 It is also proposed to present the latest scheme position and proposals to Cabinet at the end of RIBA Stage 4, (Technical Design), at which point cost certainty will be achieved for the proposed Main Contract, aligned with the known project risks and Operator strategy.

3. Consultation strategy

- 3.1 As part of the Feasibility Study, the first stage of the consultation strategy was undertaken. The majority of stakeholders were engaged on a one to one basis to better understand their current and future requirements/needs and seek their input into the facility mix for the development.
- 3.2 The following organisations/groups were engaged with:
 - ❖ Everyone Active
 - ❖ Berkhamsted Town Council
 - ❖ Herts Disability Sports Foundation
 - ❖ Herts Sports Partnership
 - ❖ Dacorum School Sports Manager
 - ❖ Thomas Coram School
 - ❖ Dacorum Sub-Aqua Club

- ❖ Watford FC Community Trust
- ❖ Dacorum Sports Network
- ❖ Herts Valley Clinical Commissioning Group (CCG)
- ❖ Herts Community NHS Trust
- ❖ Hertfordshire Community NHS Trust
- ❖ Hertfordshire Libraries
- ❖ Happy Days Pre-School
- ❖ England Indoor Bowls Association
- ❖ Hannah Marie Dance Academy
- ❖ Berkhamsted Swim Club
- ❖ England Volleyball
- ❖ Sport England
- ❖ Tring Town Council
- ❖ England Netball
- ❖ Swim England
- ❖ Herts Cricket
- ❖ Ashlyn's School
- ❖ APEX
- ❖ Toad Hall Nursery
- ❖ Badminton England
- ❖ England Basketball
- ❖ British Gymnastics
- ❖ Ministry of Air
- ❖ Herts CC
- ❖ Banks Physio
- ❖ Mind & Body
- ❖ Apex Dance
- ❖ Scraggs Roller Skating
- ❖ Hawks Lacrosse
- ❖ Hemel Swim Club
- ❖ Marcel Fairs

- 3.3 The consultation responses were carefully considered and the facility mix options were developed to respond to the consultation exercise.
- 3.4 During the Concept Design stage, further engagement has been held with key stakeholders, most notably HCC Highways, Everyone Active, Berkhamsted Town Council, Happy Days Nursery and Marcel Fairs, to consider elements of the facility mix. Observations captured in earlier consultation remain relevant and were reviewed against the developing scheme at this stage.
- 3.5 During this stage of work, the Project Group also met on a monthly basis to review emerging options and a Member Steering Group was consulted to ensure appropriate engagement took place.
- 3.6 A key aspect of the scheme relates to on and off-site football provision. As such, a number of off-site options have been considered and consultation with relevant landowners has taken place. A decision relating to football provision is to be made in the next stage of work once the appropriate options have been considered.
- 3.7 It is acknowledged that any proposals for Lagley Meadow will require public engagement and consultation and the area is to remain freely accessible open space for public use. The Concept Design proposals

include a number of options for consideration and a budget allocation for potential improvements, which will be tested further in the next stage of work with appropriate input from the public.

- 3.8 Initial engagement has taken place with Hertfordshire County Council Highways regarding the proposed new access from Gossom's End. It will be necessary to gain an approval in principle early in the next stage of work.
- 3.9 Upon approval to proceed with the next stage of work, the intention is to prepare for, and hold, a wider public consultation, which may include a consultation day with drop-in sessions if possible or on-line consultations and feedback. This will help progress considerations for Lagley Meadow and ascertain the level of support for the proposed scheme.
- 3.10 Further consultation will be continued as the design evolves through the project stages and will include specialist input at appropriate stages by using processes such as Design Review Panels and Community Review Panels.
- 3.11 As part of any planning application the public, stakeholders and National Governing Bodies will be consulted and able to feedback. By undertaking the above consultations it is hoped that any major considerations or issues are identified and mitigated.

4. Scheme options & facilities mix including Concept Design

- 4.1 As set out in the Feasibility Study, two options were developed, the 'Essential Option' and the 'Desirable Option', as detailed below. During the Concept Design stage, a 'Hybrid' Option has been ascertained in consultation with stakeholders to determine the most appropriate facility mix.

Essential Option	Desirable Option	Stage 2 'Hybrid' Option
Office/Admin Space	Office/Admin Space	Office/Admin Space
Café/Kitchen	Café/Kitchen	Café/Kitchen
Soft Play Area (within Café)	Soft Play Area (within Café)	Soft Play Area (within Café)
Viewing Spectator Seating	Viewing Spectator Seating	Viewing Spectator Seating
Staff Room	Staff Room	Staff Room
M&F WCs	M&F WCs	M&F WCs
Cleaners Store	Cleaners Store	Cleaners Store
Community Meeting/Class Room	Community Meeting/Class Room	Community Meeting/Class Room
4x Treatment Rooms	4x Treatment Rooms	4x Treatment Rooms
	<i>Spa Zone/Health Suite</i>	Spa Zone/Health Suite
Pool Filtration/Main Plant	Pool Filtration/Main Plant	Pool Filtration/Main Plant
6 Lane Pool Hall	6 Lane Pool Hall	6 Lane Pool Hall
Training Pool	Training Pool	Training Pool
	<i>Splash Pad</i>	Splash Pad
First Aid	First Aid	First Aid
Air Handling Plant	Air Handling Plant	Air Handling Plant
Pool Store	Pool Store	Pool Store

Wet Change Village/Accessible Change	Wet Change Village/Accessible Change	Wet Change Village/Accessible Change
3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)	3x Studios (Activity/Holistic/Spin)
Fitness Suite (90 Stations)	<i>Fitness Suite (120 Stations)</i>	Fitness Suite (120 Stations)
		External Fitness Area and active roof space
2x Fitness Change	2x Fitness Change	2x Fitness Change
Nursery	Nursery	Nursery
4 Court Sports Hall	<i>6 Court Sports Hall</i>	4 Court Sports Hall
Dry Change (Sports Hall)	Dry Change (Sports Hall)	Dry Change (Sports Hall)
Sports Hall Store	Sports Hall Store	Sports Hall Store
Family Change	Family Change	Family Change
150x Car Parking Spaces	150x Car Parking Spaces	150x Car Parking Spaces
Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)	Mini Soccer (1 x 7v7 / 2 x 5v5)
New Access Road	New Access Road	New Access Road
Relocation of MUGA	Relocation of MUGA	Relocation of MUGA
Outdoor Play Area	Outdoor Play Area	Outdoor Play Area
Storage	Storage	Storage
		Lagley Meadow external play options

Table 1 – Options and facilities mix

- 4.2 The Concept Design proposals have been developed and a RIBA Stage 2 Cost plan and aligned revenue business plan for the proposals are set out in the Part II report annexed.
- 4.3 A Stage 2 Briefing Paper is appended to the Part II report to provide a summary of the scheme development, site constraints, concept site layout and general arrangement layouts, initial phasing considerations and initial sustainability strategy.
- 4.4 It will be necessary to develop the strategy for mitigating the temporary (or permanent) loss of on-site football provision and the Nursery during the construction phase, as both existing facilities will need to be taken out of use on site to allow construction of the new leisure centre.
- 4.5 A needs analysis and affordability assessment has been undertaken on the spa facility identified within the Desired Model and included within the Stage 2 Option. Further detail is set out within the Part II Report, however the analysis and assessment both support the inclusion of the spa facility within the new leisure centre.
- 4.6 Whilst the Stage 2 scheme includes a 7 a side 3G pitch (or two 5 a side pitches), it is acknowledged that, should a suitable off-site solution for football be identified, it may allow for the area allocated for on-site football to provide a number of residential units. This is a key decision and both on and off site football and residential considerations require further development and consultation prior to being in a position to

present for a decision. This does not impact the development of the leisure centre elements of the scheme therefore it is recommended to proceed to Stage 3 (Spatial Co-ordination) which will also allow further detail to be developed, and engagement with stakeholders and Planning Officers to take place, to enable a recommended option to be identified. It is intended that a decision regarding on and off site football and residential facilities is presented for a Cabinet decision at the appropriate time.

5. Main Contractor Procurement

- 5.1 To progress procurement options for the Main Contractor, an initial Procurement Workshop was held with members of the Project Team and Procurement Officers to consider the key drivers, potential procurement routes and market conditions.
- 5.2 Whilst the development of the scheme is at an early stage, it can take some time to undertake a procurement process and it is important that options are considered at the earliest opportunity to ensure potential routes are not missed.
- 5.3 It is considered that the most appropriate procurement route for the delivery of the Berkhamsted Sports Centre project is via a Two Stage Design & Build route. This allows control of the project to a suitable level of detail whilst benefiting from early contractor involvement to inform buildability issues and assist with accessing supply chains for input.
- 5.4 It is also considered that it would be beneficial to utilise a compliant Framework, rather than via an OJEU route. As such, a number of Framework options were considered and engagement meetings held with Procure Partnerships Framework and Southern Construction Framework to better understand the benefits that could be provided to DBC. The Crown Commercial Services Framework was also considered.
- 5.5 Following engagement meetings with frameworks and Procurement Officers, it was concluded that the preferred framework route is via the Procure Partnerships Framework Lot 10 East of England. Upon approval of this report, the First Stage tender process will commence.
- 5.6 The First Stage tender process seeks confirmation of framework contractor's overheads & profit, proposed project team and relevant experience, approach to delivery and the Pre-Contract Services Agreement (PSCA) fee for the Main Contractor to work alongside the Project Team during Stages 3 & 4 to develop the scheme and provide input to the planning application.
- 5.7 At the conclusion of the First Stage, a Main Contractor is selected; this is the contractor who will construct the new leisure centre if the Second Stage reaches an acceptable conclusion – this will be presented to

Cabinet at the end of Stage 4 for a decision to enter into a Main Contract. The Main Contractor is therefore appointed for the PCSA period only and will assist the Project Team in undertaking the Second Stage procurement during Stage 4. Should the Main Contract not be awarded for any reason, the Council are only liable for the PCSA fee.

6. Project timetable

- 6.1 Working with the Council's consultants a project/delivery plan has been developed to highlight the key steps required to deliver the project together with an outline development timetable:

Milestone	Date	Comments
RIBA Stage 2 commencement	31 May 2021	Standstill period and completion of appointments to take place between Council meeting and commencement of Stage 2.
RIBA Stage 2 completion	17 September 2021	
DBC Cabinet / Council	November 2021	To approve Stage 2 outputs
RIBA Stage 3 commencement	Following approval	
RIBA Stage 3 completion	2 March 2022	
Target Planning Application submission	12 April 2022	
Target Planning Decision & Discharge Pre-commencement conditions completion	22 February 20 July 2022	
Stage 4A / Tender completion	6 December 2022	
Authority to proceed and Contractor appointed completion	12 January 2023	
Start on Site	10 February 2023	
Practical Completion New Leisure Centre	29 October 2024	
Opening New Leisure Centre / Commencement of demolition existing centre	26 November 2024	
Project completion	27 May 2025	

Note: the above indicative timetable assumes no significant procurement, planning or construction delays. The overall delivery programme will be

reviewed at each RIBA stage to consider any necessary phasing and delivery considerations.

7. Covid-19

- 7.1 During the Stage 1 (feasibility) and Stage 2 (Concept Design) Covid-19 has had a significant impact on the country as a whole including the leisure market with sport centres being required to close for long periods of 2020/21.
- 7.2 This project was paused during this period in order to consider the longer term implications of Covid on the Council as a whole but specifically the leisure market.
- 7.3 There have clearly been changes in customer behaviours during lockdowns, home/online workouts, greater use of outdoor space etc which have impacted the recovery period, however we have seen a positive return to the leisure centres since April 2021.
- 7.4 We can see from our usage data from Hemel and Berkhamsted Sports Centres that the member base and weekly user numbers have seen a positive increase since re-opening in April 2021. Weekly user unique visits increased from 7,573 in the first week of April to 12,253 in the first week of August although this is still some way short of the pre-Covid number of circa 20,000 per week. Membership numbers have also been increasing, but are still 1255 less than the pre-Covid membership levels (5,585 March 2020 to 4,330 August 2021).
- 7.5 The facilities to be provided in the new centre in terms of workout space, increased swimming provision (which has returned to pre-Covid levels), sports hall, 3G 5-a-side football, are all difficult to replicate outside of a sports centre environment and a new build facility will also be designed so that it is flexible enough to respond to future pandemics if required.
- 7.6 The new centre will not be open until late 2024, which will give the leisure market another 3 years to recover, and it is therefore believed that Covid-19 should not be a reason to discontinue the project, although its impact will continue to be reviewed as the project develops through stages 3 and 4.

8. Risk review

- 8.1 The Council and professional team have continued to consider key project risks during RIBA Stage 2. Further detail is provided in Part II Appendix.

9. Summary and Recommendation

- 9.1 The current site presents an opportunity to provide a modern and flexible Sports Centre for the next 40 years, to maximise the use of the site and to increase public participation in sport and leisure.

- 9.2 The Concept Design indicates that the site remains suitable for redevelopment with no major impediments to progressing to the next stage of design, cost assessment, business planning and consultation.
- 9.3 Cabinet is requested to approve the recommendations in the heading to this report to progress the project.

Appendix 1



The RIBA Plan of Work organises the process of briefing, designing, delivering, maintaining, operating and using a building into eight stages. It is a framework for all disciplines on construction projects and should be used solely as guidance for the preparation of detailed professional services and building contracts.

Stage Boundaries: Stages 0-4 will generally be undertaken one after the other. Stages 4 and 5 will overlap in the Project Programme for most projects. Stage 5 commences when the contractor takes possession of the site and finishes at Practical Completion. Stage 6 starts with the handover of the building to the client immediately after Practical Completion and finishes at the end of the Defects Liability Period. Stage 7 starts concurrently with Stage 6 and lasts for the life of the building.

Planning Note: Planning Applications are generally submitted at the end of Stage 3 and should only be submitted earlier when the threshold of information required has been met. If a Planning Application is made during Stage 3, a mid-stage gateway should be determined and it should be clear to the project team which tasks and deliverables will be required. See Overview guidance.

Procurement: The RIBA Plan of Work is procurement neutral - See Overview guidance for a detailed description of how each stage might be adjusted to accommodate the requirements of the Procurement Strategy.



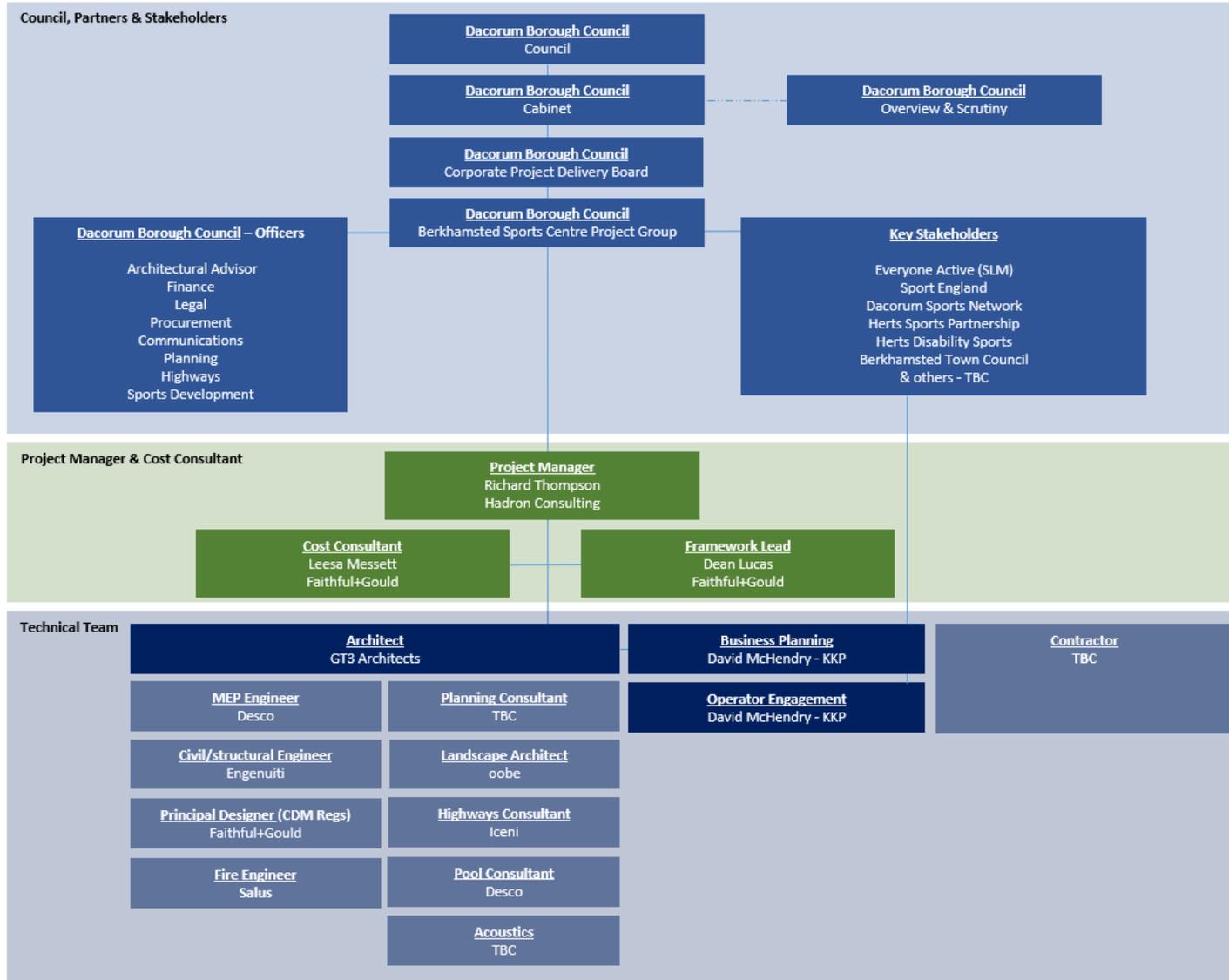
	0	1	2	3	4	5	6	7
	Strategic Definition	Preparation and Briefing	Concept Design	Spatial Coordination	Technical Design	Manufacturing and Construction	Handover	Use
Stage Outcome at the end of the stage	The best means of achieving the Client Requirements confirmed	Project Brief approved by the client and confirmed that it can be accommodated on the site	Architectural Concept approved by the client and aligned to the Project Brief	Architectural and engineering information Spatially Coordinated	All design information required to manufacture and construct the project completed	Manufacturing, construction and Commissioning completed	Building handed over, Aftercare initiated and Building Contract concluded	Building used, operated and maintained efficiently
Core Tasks during the stage	Prepare Client Requirements Develop Business Case for feasible options including review of Project Risks and Project Budget Ratify option that best delivers Client Requirements Review Feedback from previous projects Undertake Site Appraisals	Prepare Project Brief including Project Outcomes and Sustainability Outcomes , Quality Aspirations and Spatial Requirements Undertake Feasibility Studies Agree Project Budget Source Site Information including Site Surveys Prepare Project Programme Prepare Project Execution Plan	Prepare Architectural Concept incorporating Strategic Engineering requirements and aligned to Cost Plan , Project Strategies and Outline Specification Agree Project Brief Derogations Undertake Design Reviews with client and Project Stakeholders Prepare stage Design Programme	Undertake Design Studies , Engineering Analysis and Cost Exercises to test Architectural Concept resulting in Spatially Coordinated design aligned to updated Cost Plan , Project Strategies and Outline Specification Initiate Change Control Procedures Prepare stage Design Programme	Develop architectural and engineering technical design Prepare and coordinate design team Building Systems information Prepare and integrate specialist subcontractor Building Systems information Prepare stage Design Programme	Finalise Site Logistics Manufacture Building Systems and construct building Monitor progress against Construction Programme Inspect Construction Quality Resolve Site Queries as required Undertake Commissioning of building Prepare Building Manual	Hand over building in line with Plan for Use Strategy Undertake review of Project Performance Monitor seasonal Commissioning Rectify defects Complete initial Aftercare tasks including light touch Post Occupancy Evaluation	Implement Facilities Management and Asset Management Undertake Post Occupancy Evaluation of building performance in use Verify Project Outcomes including Sustainability Outcomes
Core Statutory Processes during the stage:	Strategic appraisal of Planning considerations	Source pre-application Planning Advice Initiate collation of health and safety Pre-construction Information	Obtain pre-application Planning Advice Agree route to Building Regulations compliance Options: submit outline Planning Application	Review design against Building Regulations Prepare and submit Planning Application	Submit Building Regulations Application Discharge pre-commencement Planning Conditions Prepare Construction Phase Plan Submit form F10 to HSE if applicable	Carry out Construction Phase Plan Comply with Planning Conditions related to construction	Comply with Planning Conditions as required	Comply with Planning Conditions as required
Procurement Route	Traditional Design & Build 1 Stage Design & Build 2 Stage Management Contract Construction Management Contractor-led							Appoint Facilities Management and Asset Management teams, and strategic advisers as needed
Information Exchanges at the end of the stage	Client Requirements Business Case	Project Brief Feasibility Studies Site Information Project Budget Project Programme Procurement Strategy Responsibility Matrix Information Requirements	Project Brief Derogations Signed off Stage Report Project Strategies Outline Specification Cost Plan	Signed off Stage Report Project Strategies Updated Outline Specification Updated Cost Plan Planning Application	Manufacturing Information Construction Information Final Specifications Residual Project Strategies Building Regulations Application	Building Manual including Health and Safety File and Fire Safety Information Practical Completion certificate including Defects List Asset Information	Feedback on Project Performance Final Certificate Feedback from light touch Post Occupancy Evaluation	Feedback from Post Occupancy Evaluation Updated Building Manual including Health and Safety File and Fire Safety Information as necessary

Core RIBA Plan of Work terms are defined in the RIBA Plan of Work 2020 Overview glossary and set in **Bold Type**.

Further guidance and detailed stage descriptions are included in the RIBA Plan of Work 2020 Overview.

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Appendix 2



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

Document is Restricted



Report for:	Cabinet
Date of meeting:	23rd November 2021
Part:	I
If Part II, reason:	

Title of report:	Appointment of Principal Contractor for “Move On” Accommodation at Aragon Close, Hemel Hempstead
Contact:	<p>Cllr Margaret Griffiths, Portfolio Holder for Housing</p> <p>Mark Gaynor, Corporate Director Housing and Regeneration Fiona Williamson, Assistant Director Housing</p> <p>Nigel Howcutt, Assistant Director Finance and Resources</p> <p>David Barrett, Housing Development Group Manager</p> <p>Natasha Beresford, Strategic Housing Group Manager</p> <p>Farida Hussain, Group Manager (Legal and Corporate Services), Legal Governance Management</p> <p>Andrew Linden, Team Leader, Commissioning, Procurement & Compliance</p>
Purpose of report:	<p>To be read in conjunction with Part II.</p> <ol style="list-style-type: none"> 1. To seek approval to appoint a Principal Contractor to supply and construct modular “Move On” accommodation homes at Aragon Close, Hemel Hempstead via a direct award through the Catalyst Housing Framework. 2. To provide delegated authority to the Council’s Assistant Director (Corporate and Contracted Services) to execute and complete all legal agreements ancillary to the JCT Minor Works Contract and/or reasonably required to complete the Project, including (but not limited to): <ol style="list-style-type: none"> a. all professional appointments; b. collateral warranties; and c. Agreements under <p style="text-align: center;">S.38, & S.278, of the Highways Act 1980; S.247, Part III of the Town and Country Planning Act 1990; S.104 of the Water Industry Act 1991, and</p>

	S.50 of the New Roads and Street Works Act 1991
Recommendations:	<ol style="list-style-type: none"> 1. That the contract to design, supply and install 8 No modular “Move On” accommodation homes and associated works for the Aragon Close project in Hemel Hempstead be awarded to Hill Partnerships Ltd via a direct award through the Catalyst Housing Framework. 2. That delegated authority be approved to the Council’s Assistant Director (Corporate and Contracted Services) to execute and complete all legal agreements ancillary to the JCT Minor Works Contract 2016 and/or reasonably required to complete the Project, including (but not limited to): <ol style="list-style-type: none"> a. all professional appointments; b. collateral warranties; and c. Agreements under S.38, & S.278, of the Highways Act 1980; S.247, Part III of the Town and Country Planning Act 1990; S.104 of the Water Industry Act 1991, and S.50 of the New Roads and Street Works Act 1991.
Period for post policy/project review	<p>The project is expected to be completed in June 2022. There will then be a 12-month defect liability period after practical completion.</p> <p>A 2-year review period is therefore recommended for this project.</p>
Corporate Objectives:	Delivery of Housing to provide “Move on” accommodation under the Rough Sleepers Accommodation Programme (RSAP)
Implications:	<p><u>Financial</u></p> <p>The project, following contract award, will be subject to close financial monitoring with any variances agreed formally through a change control process.</p> <p>The scheme has received grant funding from Home England.</p> <p><u>Value for Money</u></p> <p>The Council’s Employers Agent has reviewed the project costs and provided a statement confirming that they represent value for money for the Council.</p>
‘Value For Money Implications’	
Risk Implications	A risk assessment is completed for this project and reviewed on a monthly basis.
Community Impact Assessment	A Community Impact assessment is not required for this project. The units that are to be delivered at Aragon Close are

	<p>to be delivered under the RSAP. These self-contained units will provide much needed move on accommodation for the Council and meet the need that has been identified for housing rough sleepers.</p> <p>There is still a high and ongoing demand for accommodation through the homelessness route and it is not anticipated that this will abate in the short to medium term.</p>
Health And Safety Implications	<p>This project has in place a Principal Designer and Construction Design and Management Regulations (CDM) Advisor. Contractors are required to comply with the Council's Health and Safety (H&S) policy.</p> <p>Health & Safety is identified as a key risk of the Housing Service and is reported to the Council's Housing and Communities Overview and Scrutiny Committee on a quarterly basis. To ensure compliance monthly site checks carried out on behalf of DBC as the client to ensure adherence to H&S procedures.</p>
Deputy Monitoring Officer/S.151 Officer Comments	<p>Deputy Monitoring Officer:</p> <p>The proposed contract award follows a compliant tender process which demonstrates that the Council is receiving value for money for the contract.</p> <p>Deputy S.151 Officer</p> <p>A direct contract award is proposed through the Catalyst Housing Framework. Homes England funding has been secured to support a proportion of the costs of the Aragon Close development. This funding is time limited and needs to be spent by the end of March 2022. Failure to do so may increase the net cost to the Council of this development. A supplementary budget request for the costs of the development has been made to Cabinet as part of the Q2 Financial Monitoring report. The proportion of costs not funded by grant would be met from other sources of capital financing available to the Council, including capital receipts.</p>
Consultees: (including summary feedback from Scrutiny where appropriate)	<p>Cllr Margaret Griffiths, Portfolio Holder for Housing</p> <p>Mark Gaynor, Corporate Director Housing and Regeneration</p> <p>Fiona Williamson, Assistant Director Housing</p> <p>Nigel Howcutt, Assistant Director Finance and Resources</p> <p>David Barrett, Group Manager, Housing Development</p> <p>Natasha Beresford, Strategic Housing Group Manager</p> <p>Farida Hussain, Group Manager (Legal and Corporate</p>

	Services), Legal Governance Management Andrew Linden, Team Leader, Commissioning, Procurement & Compliance
Background papers:	Appendix 1 - Proposed Site Plan Appendix 2 - Manufacturers Brochure
Glossary of acronyms and any other abbreviations used in this report:	HRA - Housing Revenue Account JCT - Joint Contract Tribunal CDM - Construction Design and Management Regulations H&S - Health and Safety RSAP - Rough Sleeping Accommodation Programme

1. Executive Summary

- 1.1 There is a high demand for suitable “Move On” accommodation for rough sleepers that the Council has provided temporary accommodation to under the ‘everyone in’ programme in the Borough. The Aragon Close garage site has been identified as a suitable site location to demolish the existing garages and install modular type homes that are designed specifically for this type of “Move On” accommodation.
- 1.2 The Council has secured grant funding from Homes England under the Rough Sleeping Accommodation Programme (RSAP) to support this project on the understanding that the funding is drawn down before the end of this financial year.
- 1.3 The aim of this report is to seek approval to enter into contract with Hill Group Ltd to design, supply and install 8 No modular homes, along with undertaking associated works, via a direct award through the Catalyst Housing Framework.
- 1.4 The project will be subject to achieving a planning approval. A planning application has been submitted. In order to maintain programme, this approval is being sought in advance of any planning outcome so that, in the event of an approval, the project can progress within the required timescales and realise the funding opportunity.

2. Background

- 2.1 Homelessness across many of the UK’s major cities and towns is a clear and obvious problem. Despite the efforts of many, the number of people who do not have a safe and secure place to live is increasing. As a consequence, more people are being forced to seek temporary accommodation, assistance from homeless shelters or worse, including living on the street. The recent Covid-19 pandemic has exacerbated this critical problem.
- 2.2 While the homelessness crisis has been growing over a number of years, it has been brought sharply into the spotlight by the Covid-19 pandemic, and the need for Local Authorities to immediately house people sleeping on the streets as part of the call for ‘Everyone In’.
- 2.3 Dacorum’s most recent street count was validated with 6 rough sleepers. Currently there are 149 households in temporary accommodation, of which 78 are single persons and an additional 44 individuals in hostel accommodation. Of these clients, 38 were accommodated under the ‘Everyone in’ directive and remain in need of suitable move on accommodation to avoid a return to homelessness or rough sleeping. There is currently 1 household in Bed & Breakfast accommodation.
- 2.4 At the current time, The Council has a total of 30 units of move on accommodation for single homeless clients with low-high support needs. Of these, 5 units were recently commissioned via Hightown Housing Association following successful grant funding in 2020/21 and the remaining 25 units are DENS owned “Move On” units. Ongoing efforts are underway via Multi- Disciplinary Team arrangements to bring the

remaining rough sleeper cohort into accommodation. However, and this aside, the above figures provide ongoing evidenced need for additional “Move On” within the single homeless pathway to enable movement through temporary accommodation and The Elms Hostel.

- 2.5 The need for affordable homes within Dacorum is greater than ever, and the Homelessness Reduction Act 2017 has placed renewed emphasis on the prevention of homelessness by introducing new statutory duties for Local Authorities. The new duties mean the Council must be proactive in preventing homelessness by acting sooner and developing a more personalised approach to addressing housing concerns. The Council has been successful in obtaining funding from the Government’s RSAP, which is aimed at providing “Move On” accommodation for former Rough Sleepers.

3. Proposed Site – Aragon Close

- 3.1 The Site extends to approximately 0.08 hectares (0.20 acres). It currently comprises 34 No garages, which would be demolished to accommodate these new homes.
- 3.2 The Site is broadly bounded by residential dwellings, and associated back gardens with existing trees, fronting onto Parr Crescent to the north; a grass verge with existing trees, with Shenley Road and residential dwellings beyond, to the east; blocks of flats, with associated car parking, fronting onto Shenley Road and Redbourn Road to the south; and an existing substation, and residential dwellings, and associated back gardens, fronting on Aragon Close, to the west. The predominant land use in the surrounding area is residential, with building heights at predominantly 2-storeys, with some 3-storeys to the south.
- 3.3 The Site is located in reasonable proximity to public transport nodes, with bus stops at Shenley Road to the north. A number of existing shops and facilities, including Sainsbury’s and medical centres, are located within walking distance to the north.

4. Modular Homes

- 4.1 It is proposed to install a modular unit called SoloHaus. Detailed designs have been prepared and a total of 8 No modular homes are proposed in a landscaped setting. Bicycle storage, together with the requisite energy infrastructure along with amenity space for residents will be provided. The homes are to be provided in linear form, with a communal grassed area to the south and east. A small, paved area is to be provided in front of each of the homes to provide a breakout space. Additional landscaping is proposed to ensure an attractive and legible development. The site is to be accessed through the existing car park to the south. A new pedestrian connection to Shenley Road is proposed.
- 4.2 SoloHaus is an innovative, sustainable, efficient and safe home for former Rough Sleepers. It will provide second stage transitional move on accommodation from the Elms Hostel, which is currently managed by DENS, the Hertfordshire County Council commissioned Housing Related Support Service. The modular homes will provide secure accommodation for a period of up to 2-years to allow residents to re-establish stability in

their lives, and provide them with an address, prior to moving onto more permanent general use housing.

- 4.3 The modular homes have an internal area of 24 sq. m and are a single storey in height. The design has been developed by Hill Group Ltd in close collaboration with homeless charities and specialist advisors. Each is specifically designed for single occupation and comprises a sleeping area, kitchen and living room, together with a generous shower and WC. The homes are fitted with a fridge / freezer, washing machine and other essential items such as cutlery, plates, and bed linen. The modular homes have been designed to accord with Part M4(2) of Building Regulations and have been approved by Building Control.
- 4.4 Each home is made from high quality materials, including aluminium windows and doors. The modules incorporate sustainable technology such as mechanical ventilation with heat recovery. Communal Air Source Heat Pumps provide energy to the new homes. Each unit provides a usable, light, and comfortable living space, but in a more compact form.
- 4.5 Cycle parking is proposed in the form of 4 No Sheffield Stands. Waste storage is to be provided for each modular home, with the existing communal store located to the west of the entrance of the Site being utilised. 1no car parking space is proposed given the nature of the residents and the development, although there are areas for informal parking (i.e. for use by visitors) in the surrounding area.
- 4.6 The scheme will be landscaped with a planting strategy that aims to provide seasonal colour and structure at ground level, whilst also being low maintenance. Planting has been chosen for its attractive scent, fruit and flowers. A lawn is proposed, bordered by a wildflower meadow and grassland, which will provide seasonal colour and support a number of ecological species. A number of trees are proposed to act as both a focal point and also provide colour. The hard landscaping has been designed to be robust and of a quality appropriate to both the site and proposed development. Key hard materials include, granite flag paving; block paving; gravel; and timber fencing.
- 4.7 A small, paved area is to be provided in front of each of the homes. An area of open space is also proposed in front of the modules, and to the east of the development. Supplemental planting is also to be provided. The development therefore makes good use of what is a compact site, providing a pleasant and private area to live. The layout of the development is based on the principle of a 'mini neighbourhood' with sufficient space provided to residents, whilst also providing a sense of connection and support.

5. Procurement Route

- 5.1 The Council is able to award a contract to one of the providers on the Catalyst Housing framework agreement under a direct award justification.

6. Conclusions

- 6.1 The proposed development will provide much needed accommodation for some of the Borough's most vulnerable homeless people. It will provide a safe space for individuals who simply do not have a place to call home.
- 6.2 The proposed development will provide a well-designed and safe place to live within a soft landscaped area. Occupiers will also be provided with a designated support structure to assist with their transition to more permanent forms of accommodation.
- 6.3 There are very clear and tangible benefits offered by the proposed development and we conclude Hills Group Ltd should be appointed to deliver the project subject to obtaining a planning approval.

7. Recommendation

- 7.1 To award the JCT Minor Works Contract to supply and install 8 No modular units at Aragon Close, Hemel Hempstead to Hill Group Ltd via a direct award through the Catalyst Housing framework.
- 7.2 To approve delegated authority to the Council's Assistant Director (Corporate and Contracted Services) to execute and complete all legal agreements ancillary to the JCT Minor Works Contract and/or reasonably required to complete the Project, including (but not limited to):
 - a. all professional appointments;
 - b. collateral warranties; and
 - c. Agreements under S.38, & S.278, of the Highways Act 1980; S.247, Part III of the Town and Country Planning Act 1990; S.104 of the Water Industry Act 1991, and S.50 of the New Roads and Street Works Act 1991.

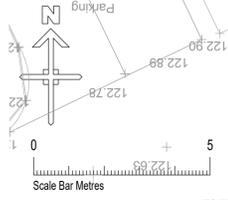
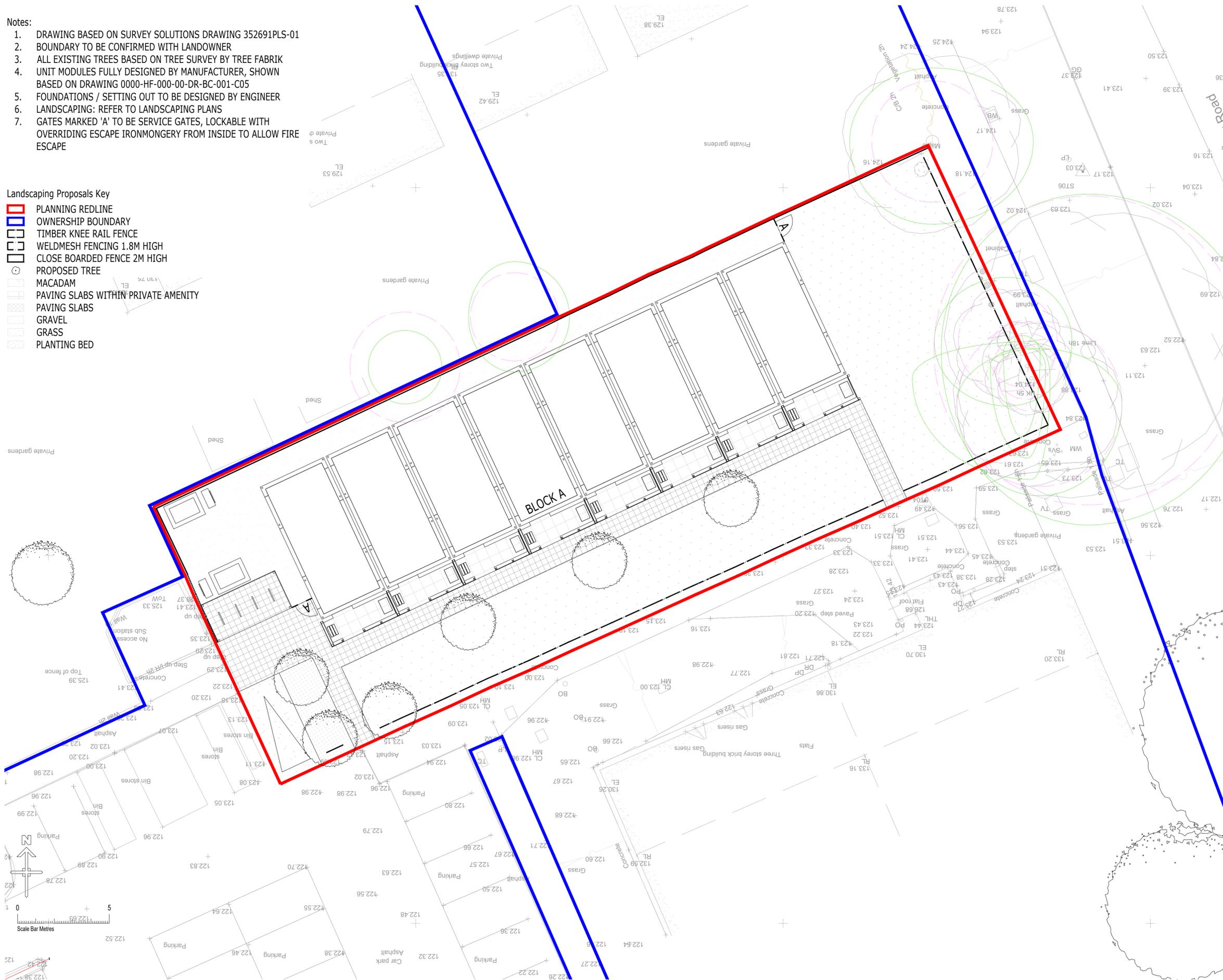
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of the Local Government Act 1972.

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- Notes:
1. DRAWING BASED ON SURVEY SOLUTIONS DRAWING 352691PLS-01
 2. BOUNDARY TO BE CONFIRMED WITH LANDOWNER
 3. ALL EXISTING TREES BASED ON TREE SURVEY BY TREE FABRIK
 4. UNIT MODULES FULLY DESIGNED BY MANUFACTURER, SHOWN BASED ON DRAWING 0000-HF-000-00-DR-BC-001-C05
 5. FOUNDATIONS / SETTING OUT TO BE DESIGNED BY ENGINEER
 6. LANDSCAPING: REFER TO LANDSCAPING PLANS
 7. GATES MARKED 'A' TO BE SERVICE GATES, LOCKABLE WITH OVERRIDING ESCAPE IRONMONGERY FROM INSIDE TO ALLOW FIRE ESCAPE

Landscaping Proposals Key

- PLANNING REDLINE
- OWNERSHIP BOUNDARY
- TIMBER KNEE RAIL FENCE
- WELDMESH FENCING 1.8M HIGH
- CLOSE BOARDED FENCE 2M HIGH
- PROPOSED TREE
- MACADAM
- PAVING SLABS WITHIN PRIVATE AMENITY
- PAVING SLABS
- GRAVEL
- GRASS
- PLANTING BED



Client:
Hill Residential Limited
 The Courtyard, Abbey Barns,
 Ickleton, CB10 1SX

Project:
Solo Haus
 Homeless Units

Drawing:
Proposed Site Plan
 Aragon Close, Hemel Hempstead
 8 Unit Scheme

Scale: 1:100@A1	Date: September 2021
Drawn By: JH	Checked By: IA
Drawing No: 109-48-PA-002	Rev. No.: A
CAD Ref:	

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 All dimensions to be checked on site or in the workshop before work commences.
 Only figured dimensions to be worked to. Any discrepancies to be reported to the Architect.



AN INNOVATIVE APPROACH TO
TACKLING HOMELESSNESS



THE CRISIS

In December 2019, the housing and homelessness charity Shelter composed a report of local authorities' estimated homeless levels. The numbers were stark – on any given night in 2019, the report estimated that there were approximately 259,372 individuals homeless in England. This figure is made up of 4,677 rough sleepers and 254,695 living in temporary accommodation.

While the homelessness crisis has been growing over a number of years, it was brought sharply into the spotlight by the COVID-19 pandemic and the need for local authorities to immediately house people sleeping on the streets as part of the call for 'Everyone in'.

MHCLG, in their quarterly statistics release for statutory homelessness assessments April to June (Q2) 2020, states that there were 44,890 single adults of which many would not have previously met the criteria for assistance.

Now more than ever, a sustainable solution is needed to help people without a home.

A COMMITMENT TO GIVE BACK AND SUPPORT THE HOMELESS

Twenty years ago Andy Hill, CEO of Hill Group, was made redundant, a sudden change in circumstances that illustrates how quickly someone's luck can turn. With the support of his family, he was able to start a business that has grown into one of the UK's leading housebuilders. But he has never forgotten that redundancy is an issue that can lead to homelessness, and how fortunate he was not to face this.

To celebrate Hill's 20th anniversary, Andy wanted to do something that would help tackle the homeless crisis and give people the opportunity to rebuild their lives. So he launched Foundation 200, a pledge to build and gift 200 free homes in order to provide thousands of people a meanwhile home, in a safe, secure, purpose-built single dwelling.

With a commitment to deliver 40 homes per year, across 5 years, Foundation 200 is an innovative approach to the crisis and Hill's way of giving back to the community and supporting those in desperate need.



FOUNDATION200

"Homelessness, with its multitude of causes, is sadly a growing problem. That's why we decided to mark our 20th anniversary with a commitment to ease the current crisis and help people living on the streets to rebuild their lives."

"The whole business is taking huge pride in delivering these initiatives, and while we will not solve the problem on our own today, we are taking a big step in the right direction, which we hope others will follow."

Andy Hill, CEO and Founder,
Hill Group

THE FIGHTBACK: FOUNDATION 200 AND SOLOHAUS

To fulfil the ambition of Foundation 200, Hill used its home building expertise to create the SoloHaus home – the very first modular home specifically designed for the homeless. To help create these unique single person dwellings, Hill took a 50% stake in a start up design and manufacturing business, Volumetric Modular Ltd, based in Shrewsbury to design and construct various MMC products, both for the Group and eventually for third party customers.

In April 2020, at the beginning of the first UK lockdown, Hill launched the Foundation 200 SoloHaus prototype via webcast to local authorities, charities, housing associations, suppliers and consultants.

The response was overwhelming, with demand to purchase SoloHaus homes as well as interest in Hill's pledge to deliver 200 homes. It was clear that there is high demand for a solution to the homelessness crisis, and SoloHaus is seen as being part of that solution.

This level of interest is inspiring Andy and everyone at Hill to help as many people as possible beyond the Foundation 200 pledge, with a desire to make the SoloHaus an effective solution for local authorities and charities alike.

"This is an exciting mission and we hope it creates a blueprint for the future."

Emma Fletcher, Director, Hill Group



SoloHaus homes provide a safe, comfortable, and sustainable dwelling for homeless people. They offer people the opportunity to start to rebuild their lives, and can be part of the solution to the homelessness crisis.

THE SOLOHAUS SOLUTION

SoloHaus homes are safe, welcoming spaces built to the highest standards of sustainability, efficiency, safety, and durability with a 60 year life span.

Designed with the help of leading homelessness charities and stakeholder groups, they have a considered layout, abundant natural light, and good storage.

These unique retreats are specifically designed for the homeless people. They provide dignity, independence and dramatically cut the costs associated with traditional temporary accommodation: a SoloHaus home can reduce electricity bills to just £5 per week. What's more, vulnerable people can move in right away.



CGI image is indicative only. The SoloHaus will benefit from being supplied with the majority of furnishings shown.

INSIDE THE SOLOHAUS HOME



Every SoloHaus home is delivered fully furnished, equipped and ready to move into.

Resident benefits:

- Cheap to run – just £5 electricity / wk
- Safe and secure
- Fully fitted kitchen
- Low energy white goods provided
- Insulated to be warm in winter and cool in summer
- Card operated electric meter, to encourage budgeting
- Integrated cabling for Broadband and TV connectivity
- Simple to use Operation and Maintenance Manual provided with each home
- Fully furnished living/dining area, bedroom with storage and bathroom with shower
- Everything residents need provided, from plates and cutlery to bedding and towels
- Composite door and windows

REBUILDING LIVES STEP BY STEP

Designed for single occupants, SoloHaus homes are quick to construct, and easy to transport and site.

Design benefits:

- Built off site in a factory to Future Homes Standard
- BOPAS accredited with a 60 year life span – enables grants, loans and mortgages
- Building Control approved design
- Constructed with A1/A2 fire rated building materials
- Manufactured in just 20 days
- Easy to transport, deliver and install – can be lifted off a flatbed lorry in 30 minutes onto a site
- Designed with homeless stakeholder groups to be anti-ligature, secure and to reduce the risk of cuckooing and other antisocial behaviour.

Construction features:

- 24sqm internal living environment
- Stackable to two storeys
- Sits on six foundation pads to minimise groundworks
- Requires only electric, water and waste connections
- Heated via an air source heat pump (one per six homes)
- Soil Vent Pipe and Rainwater outlet
- Controlled flow shower mixer and dual flush cistern to minimise water consumption
- High quality fixtures and fittings throughout
- Factory environment assembly
- Quality checked throughout assembly process
- Fully tested and commissioned pre-delivery
- Fully traceable factory inspection and test plan linked to unique serial number

CGI image is indicative only. The SoloHaus will benefit from being supplied with the majority of furnishings shown.

HOW SOLOHAUS HOMES ARE BUILT

SoloHaus homes are built by a newly formed business called Volumetric Modular Ltd, of which Hill are a 50% stakeholder. The business's aim is to ensure that the SoloHaus remains affordable and accessible to as many partners as possible whilst maintaining the build standard synonymous with Hill.

With strategically placed factories in Telford and Shrewsbury, the homes can be built and transported across the country at speed.

Each unit is designed with steel frames and walls using the ModulHaus technological system to provide cutting edge acoustic and thermal insulation that exceeds regulations. Each one is delivered on a single lorry and arrives ready for simple site connection and commissioning. The commissioning process includes a site installation and test plan.

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NEXT STEPS

The homelessness crisis is still with us, but with SoloHaus, we can provide homes to people who desperately need them.

There is an opportunity to create a lasting and more sustainable answer to homelessness.

If you're interested in finding out more about SoloHaus and how it could help homelessness in your area, please get in touch with us.

How Foundation 200 works



For more information about SoloHaus homes, please contact enquiries@solohaus.co.uk





Hill is an award-winning housebuilder and one of the leading developers in London and the south east of England, delivering both private for sale and affordable homes.

This family owned and operated company has grown to establish itself as the UK's third largest privately owned housebuilder, with an impressive and diverse portfolio ranging from landmark mixed-use regeneration schemes and inner-city apartments to homes set in idyllic rural countryside.

Hill prides itself on putting its customers first and was awarded a 5 star status from the Home Builders Federation's annual Customer Satisfaction Survey in 2018, 2019 and 2020.

Hill builds around 2,000 homes a year and around half of the company's development portfolio is in joint venture to deliver affordable homes, reflecting Hill's commitment to partnering with government, local authorities and housing associations.

Follow us on Facebook and Instagram @CreatedbyHill

[hill.co.uk](https://www.hill.co.uk)

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