



Strategic Planning & Environment

Overview & Scrutiny

Agenda

WEDNESDAY 24 NOVEMBER 2021 AT 7.30 PM

Chamber

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 Beauchamp
Councillor Birnie (Chairman)
Councillor England
Councillor Harden
Councillor P Hearn
Councillor McDowell
Councillor Rogers

Councillor Silwal (Vice-Chairman)
Councillor Stevens
Councillor Taylor
Councillor Timmis
Councillor Wilkie
Councillor C Wyatt-Lowe

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

AGENDA

1. MINUTES

To agree the minutes of the previous meeting.

2. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

3. DECLARATIONS OF INTEREST

To receive any declarations of interest.

4. PUBLIC PARTICIPATION

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

6. HEMEL GARDEN COMMUNITIES (Pages 3 - 13)

7. **HEMEL HEMPSTEAD TOWN CENTRE STRATEGY AND DESIGN CODE FOR PARADISE, HEMEL HEMPSTEAD** (Pages 14 - 41)
8. **ECONOMIC DEVELOPMENT UPDATE** (Pages 42 - 110)
9. **ENVIRONMENTAL AND COMMUNITY PROTECTION ENFORCEMENT POLICY** (Pages 111 - 134)
10. **FOOD SERVICE PLAN** (Pages 135 - 174)
11. **WORK PROGRAMME** (Pages 175 - 179)



Agenda item:

Summary

Report for:	Strategic Planning & Environment Overview and Scrutiny Committee
Date of meeting:	24th November 2021
Part:	1
If Part II, reason:	

Title of report:	Hemel Garden Communities Update Report
Contact:	Cllr Alan Anderson, Portfolio Holder for Planning and Infrastructure Responsible Officer: Tom Dewey, Interim Programme Director, Hemel Garden Communities Authors: Nathalie Bateman, Hemel Garden Communities Programme Manager Tom Dewey, Hemel Garden Communities Interim Programme Director
Purpose of report:	To update the Committee on the Hemel Garden Communities Programme and next steps.
Recommendations	To note the update and provide support for Hemel Garden Communities Programme.
Period for post project review	An annual review of the programme should be undertaken to keep informed.
Corporate objectives:	The Spatial Vision provides a framework of spatial principles to inform the transformation and growth of Hemel Hempstead in support of the following objectives: <ul style="list-style-type: none"> • A clean, safe and enjoyable environment: the Spatial Vision promotes a network of green routes to support healthy lifestyles and active travel, access to nature, and safe routes and spaces which are inclusive to all local communities. • Building strong and vibrant communities: the Spatial Vision's engagement methodology enabled local communities to help shape a vision which sets out principles to create and reinforce a series of distinct, walkable neighbourhoods centred around lively,

	<p>inclusive local centres with an offer of leisure, retail, employment opportunities, business space, culture and community facilities to meet the needs of local communities. Hemel’s communities will be connected and engaged to be active participants in the transformation of the town, including through cultural activity, public art, knowledge and skills sharing.</p> <ul style="list-style-type: none"> • Ensuring economic growth and prosperity: the Spatial Vision provides a framework to diversify Hemel Hempstead’s employment offer and improve the resilience and sustainability of its economy, through localising supply chains, building skills, and implementing a circular economy, digital connectivity and innovative technologies that build on the growth of Hertfordshire Innovation Quarter to benefit existing businesses and the whole of Hemel Hempstead and the surrounding area. • Providing good quality affordable homes: the Spatial Vision sets a framework for delivery of new neighbourhoods with a mix of tenures including 40% affordable homes. • Ensuring efficient, effective and modern service delivery: the Spatial Vision promotes innovative methods of engaging communities and use of digital technologies in the design and development of Hemel Garden Communities. This was commenced through engagement on the Spatial Vision itself, which made use of digital methods to overcome social distancing and reach more children and young people. Running throughout the Spatial Vision are opportunities for community collaboration, leadership and stewardship to ensure that places meet the needs of the communities they serve.
<p>Implications:</p> <p>‘Value for money’ implications</p>	<p><u>Financial</u></p> <p>None directly associated with this report.</p> <p><u>Value for money</u></p> <p>External support the programme has been through a formal procurement process where value for money considerations were reflected in the scoring criteria.</p>
<p>Risk implications</p>	<p>Given the scale of future growth planned for Hemel Hempstead, it is critical that the HGC Programme can guide new development so that it responds to the needs of local communities and stakeholders, integrates new and existing communities and transforms the existing town of Hemel Hempstead, to meet the Garden Communities programme aspirations.</p>

Community Impact Assessment	<p>The Council has undertaken a Community Impact Assessment (CIA) for the Hemel Garden Communities Spatial Vision in December 2020.</p> <p>The HGC Spatial Vision forms part of the Draft Local Plan's Hemel Garden Communities Delivery Strategy. A full Sustainability Appraisal/Strategic Environmental Assessment (SA/SEA) is being carried out on the new draft Dacorum Local Plan which looks at social, environmental and economic impacts in detail and will be scrutinised at the future Local Plan examination by an independent inspector. The Council has also undertaken a CIA on the draft Local Plan.</p>
Health and safety Implications	<p>The masterplanning and design quality framework provided by the Spatial Vision will promote the physical and mental wellbeing of Hemel Hempstead's communities, and create safe, vibrant places.</p>
Consultees:	<p>The following organisations and panels have been consulted on the content of this report:</p> <ul style="list-style-type: none"> • HGC Partners comprised of officers and Members from Dacorum, St Albans, Hertfordshire County Council • HGC Delivery Board • HGC Councillor Visioning Group
Background papers:	<p>Hemel Garden Communities Spatial Vision Cabinet report December 2020</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>DBC – Dacorum Borough Council</p> <p>DLA – David Lock Associates</p> <p>HGC – Hemel Garden Communities</p> <p>LEP – Hertfordshire Local Enterprise Partnership</p> <p>TCPA - Town and County Planning Association</p>

1.0 Introduction

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

1.2 Hemel Hempstead was awarded Garden Town Status from Government in March 2019 and the HGC programme is working under the Town and County Planning Association (TCPA) New Communities programme to deliver HGC.

1.3 The programme is supported by the HGC Memorandum of Understanding and the HGC Charter, which sets out nine place-making principles, and is driven by a

mission statement to *'take the best of the New Town heritage into the 21st century...anchoring the transformation of Hemel Hempstead and the wider area.'*

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

2.0 Programme Update

- 2.1 Significant progress has been made on the Hemel Garden Communities Programme over 2021. As well as seeing a number of key workstreams being activated and progressed

Spatial Vision

- 2.2 The Spatial Vision has now been published. It builds on Hemel Hempstead's strengths and explains how HGC will look and feel once the development and transformation is complete. It provides a locally specific narrative and framework to guide the transformation of Hemel Hempstead and its strategic growth.
- 2.3 The new development will be delivered in phases via the development management process. The ability of phased development to contribute to the HGC Programme's specific Garden Communities aspirations for Hemel Hempstead and the surrounding area relies on having the compelling and coherent vision, encapsulating both the TCPA's Garden City Principles and Hemel Hempstead's unique growth potential, which is provided by the Spatial Vision.
- 2.4 The joint Dacorum and St Albans Strategic (Sites) Design Guide sets the Authorities' general expectations for best practice, high quality design, and sets out a design process to achieve these. In this context, the Spatial Vision will ensure that development proposals, designed in accordance with the Strategic Design Guide, achieve the specific Garden Communities ambitions for the growth and transformation of the town.
- 2.5 The status of the Spatial Vision is consolidated through the Authorities' emerging Local Plan policies and the joint Dacorum and St Albans Strategic (Sites) Design Guide. The HGC Programme partners will work collaboratively and put in place the appropriate legal mechanisms to ensure that each phase contributes towards the Spatial Vision's aspirations for the quality of new growth and the transformation of the existing town.
- 2.6 The HGC Spatial Vision will be used to:

- Guide the HGC Programme and preparation of key studies: the HGC Framework Plan, Hemel Garden Communities Transformation Plan, HGC Infrastructure Delivery Plan and HGC Programme Delivery Plan.
- Inform design and infrastructure requirements as part of the determination of planning applications for HGC.
- Provide direction for further evidence base work, studies and strategies required to support the HGC Programme framework (in the 'Delivery' chapter of the Spatial Vision).
- The HGC Spatial Vision consists of an overarching Spatial Vision, which is broken down into four Pillars with individual spatial visions and spatial principles and overarching themes supporting healthy lifestyles and climate resilience. Each Pillar is supported with best practice examples from Hemel Hempstead, the wider area and beyond, and a 'delivery' list of studies and next steps.

The Four Pillars are:

- *A Green Network* - A network of green and blue routes, travel and places will support healthy lifestyles, biodiversity, climate resilience, environmental sustainability and the wellbeing of local communities.
- *Integrated Neighbourhoods* – A series of walkable neighbourhoods, connected to each other, each with individual distinct identities, exemplar design and sustainability standards, centred upon lively, inclusive local centres.
- *A Self-sustaining Economy* - Innovation in sustainability, circular economy principles and digital connectivity will be key employment drivers in Hemel Garden Communities and provide a strong theme for the economic identity of the town.
- *Engaged Communities* – Connected and engaged communities will be active participants in the transformation of Hemel Garden Communities. Cultural and heritage activity, public art, knowledge and skill exchange and enterprise will all play a role, now and in the long term.

2.7 The Spatial Vision has now been published and is being used as guiding principles to develop other key workstream activities.

Transport Plan

2.8 The emerging HGC Transport Plan sets out a vision for sustainable transport in Hemel Garden Communities. *By 2050, existing and new neighbourhoods will be connected to each other and to Herts IQ by strategic movement corridors. These will reduce the need to travel by car and provide high-quality, innovative and well-placed bus, rail, walking, cycling and micro-mobility options for all.*

2.9 The bold ambition will be delivered by designing transport improvements which apply the following user hierarchy, designed to first minimise the need to travel, and then make active and sustainable modes the natural choices for everyday trips:

1. Reduce the need to travel
2. Active travel (walking, cycling, e-bikes and e-scooters)
3. Accessible passenger transport (buses, demand responsive services, trains)
4. Other motor vehicles (shared Car Club vehicles, car sharing, private car use)

- 2.10 New neighbourhoods will be designed to include facilities that reduce the need to travel, including high speed internet to allow flexibility in work locations. Active and sustainable modes will be prioritised through convenience, making them the default choices for residents when leaving their home. To achieve this outcome, the active travel network will need to be the most direct and convenient journey option for most local trips by most people. This is likely to mean that active travel options will need to become the quickest method for completing 'every-day' journeys – both for new and existing residents of Hemel Hempstead.
- 2.11 Passenger transport stops and stations will be conveniently placed and of high quality, with priority routes along key corridors ensuring rapid journey times to key destinations that would otherwise be challenging to reach using active travel modes. Mobility hubs of varying size will seamlessly join-up active and passenger transport options; with complimentary facilities available to ensure that interchange creates opportunities for retail, work, and leisure activities that make these journeys more enjoyable and productive.
- 2.12 All locations will continue to be accessible by private car, however motorised vehicle access is likely to be via more circuitous routes than are available for people using active and sustainable transport options. Mobility hubs will generally be sited closer to key destinations than parking for private motorised vehicles. Areas facilitating accessible pick-up/drop-off, and spaces for people with more complex mobility needs that require parking close to their destination, will be provided.
- 2.13 Achieving the ambition set out within the Transport Plan is focussed around the following 'Big Moves':
- Active Travel Network
 - Transport Interchanges
 - Hertfordshire and Essex Rapid Transit (HERT)
 - Bus Network Improvements
 - Future Mobility
- 2.14 A draft Transport Plan for Hemel Garden Communities has been prepared and is in the process of review and development prior to initial public engagement in during early 2022. The initial engagement will be to engage the public is a series of key questions which will aim to test the principles, aims and objectives put forward in the draft plan, to inform further development of proposals ahead of a second round of more detailed public engagement later in 2022.
- 2.15 A number of further detailed studies are planned to commence upon completion of the Transport Plan, including those which will look at the network of multi-modal transport interchanges, parking and movement, sustainable transport corridor feasibility studies and the HGC green loop from the spatial vision.

Framework Plan

- 2.16 The HGC Framework Plan is a concept plan covering the HGC Programme Area, taking its lead from the Spatial Vision and emerging Transport Plan as a well as relevant planning considerations to develop a Spatial Plan for development and infrastructure in the HGC Growth Area. The main focus will be on North and East of Hemel Hempstead Growth Areas and the linked infrastructure needed to support the town and wider key connections.

- 2.17 The majority of the plan will be delivered by David Lock Associates (DLA) who have been appointed by The Crown Estate on behalf of the strategic landowners. The study is being supported by a collaborative working partnership with the authorities and other strategic landowners (Bloor, Pidgeon Ltd and Kitewood), where the HGC programme team are taking a leading role in steering the development of the plan.
- 2.18 The authorities, DLA and The Crown Estate are working to an agreed scope to ensure the plan aligns with the Spatial Vision and other workstreams, and a collaborative Steering Group is in operation to oversee progress on the workstream, within the overarching HGC Governance Structure.
- 2.19 The HGC Team has engaged with a range of groups as part of the early stages of work in developing the Framework Plan, including the HGC Councillor Visioning Group, Ward and Parish Councils, Community Review Panel as a range of technical offers workshops across the partnership. The scope ensures we have a plan that delivers a strong Supplementary Planning Document that can be fed into the new Dacorum Local Plan and it is anticipated that the Framework Plan will be delivered in mid-2022.

Infrastructure Study

- 2.20 HGC requires an overarching Infrastructure Study to ensure we have a robust understanding of the big infrastructure asks required to deliver the level of growth proposed, and to deliver on the Garden Communities vision and aspirations arising from the Transport Plan and Framework Plan. The Study will set out what is required, how much the infrastructure will cost, how it will be delivered and paid for, over what timescales (and linked to development phases), and what legal and planning mechanisms will need to be in place to deliver an appropriate s106 agreement with the strategic landowners and in a cross-boundary context. This work builds on the existing infrastructure evidence prepared by DBC and SADC for their respective local plans, and importantly fills in any gaps.
- 2.21 An Infrastructure Working Group made up of the HGC partner authorities has been established to oversee the preparation of Infrastructure Study, Strategic Viability Appraisal and Delivery Strategy, focusing on filling in any gaps in existing evidence and ensuring alignment between the HGC programme and the Infrastructure Delivery Plans being prepared for the St Albans and Dacorum Local Plans.

Communications and Engagement

- 2.22 A HGC Engagement Strategy has been in development over the last year, and is now nearing completion. The purpose of the Strategy is to set out the principles, aims and objectives which all engagement activities planned for HGC should strive to meet, whoever is leading on them (be it the authorities, landowners or other stakeholders). A driving principle for the Strategy is for all our communications and engagement activities across the partnership and stakeholders to create a clear narrative – a single story for HGC. This is critical to building understanding and support for the Programme and to mitigate the risk of confusion or consultation fatigue for the public.
- 2.23 To this end, the Strategy provides a high level plan of engagement activities which will be taking place over the next 12 to 24 months – an Engagement

Timeline - as well as a Communications Plan which sets out proposals and process for social media, press briefings and publications.

2.24 Supporting the Strategy is a collection of Guidance Sheets setting out what we expect good engagement to look like for different types of activities, ranging from public consultations and surveys to webinars, workshops and videos. A branding and style guide will also be available, once this is complete (see below for more information).

2.25 As an overarching engagement method, 'Hemel Channel', an Instagram-based social media channel was created and now has over 700 subscribers. The Instagram site is being used by the HGC Programme team and the public to engage on activities and events but also as a virtual space to discuss programme matters.

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

Resourcing and Team Changes

2.27 Significant activity has been undertaken with regard to recruitment to Hemel Garden Communities resourcing. This is in recognition of the need to bolster resource in order to move forward with the range of work across the programme. The following roles have been appointed to:

- HGC Programme Manager
- Communications and Engagement Officer
- Senior Programme Delivery Officer

2.28 Recruitment to the HGC Programme Director role is currently being undertaken.

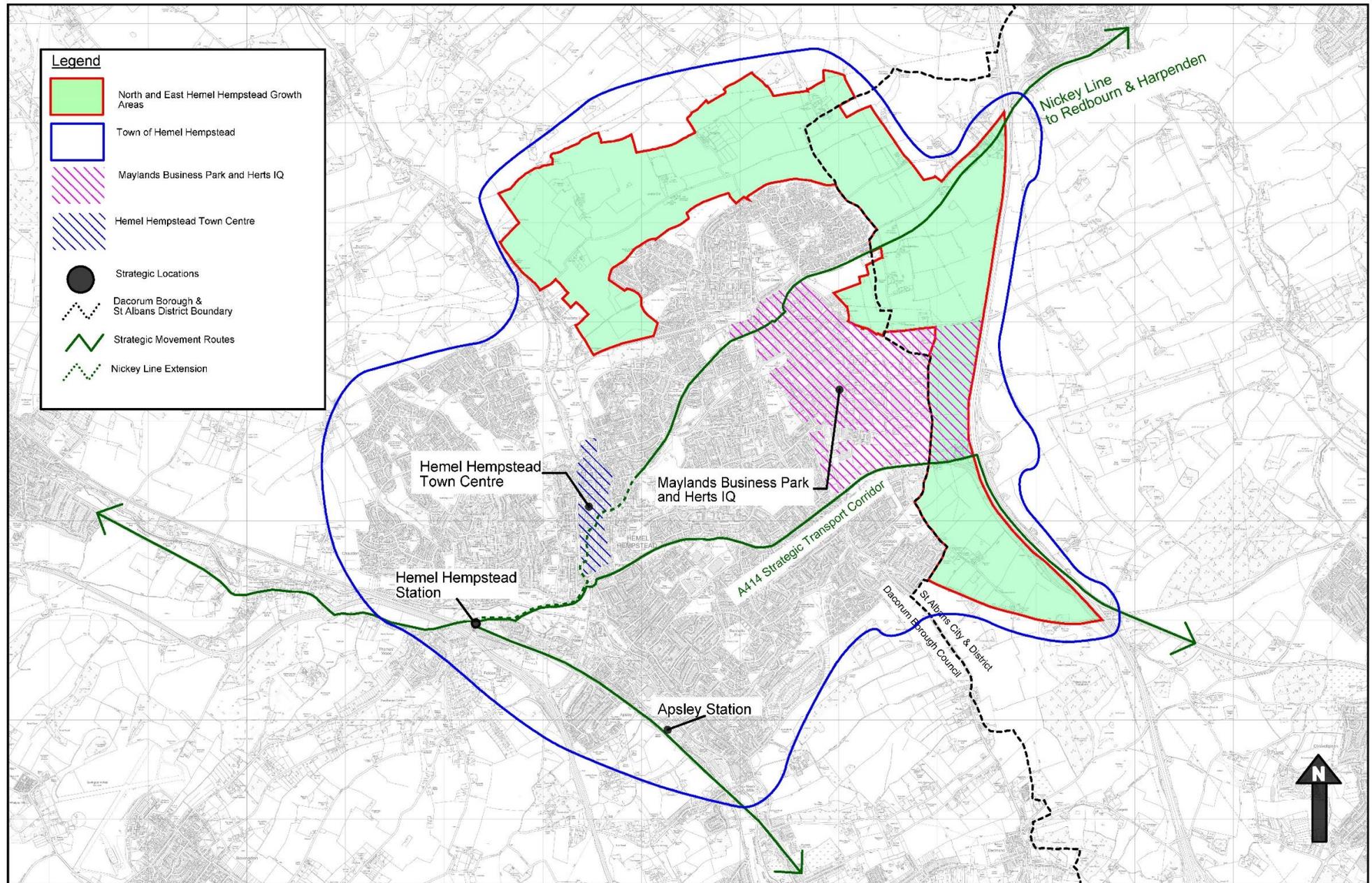
3.0 Next Steps

3.1 The following Member engagement activities are planned between November 2021 and February 2022.

Forum	Purpose
Dacorum Strategic Planning and Environment Overview and Scrutiny Committee – 24th November 2021	Annual update on Hemel Garden Communities Programme
SADC – Local Plan Advisory Group – 30th November 2021	Overview of Hemel Garden Communities Programme
HGC Councillor Visioning Group – w/c 13th December 2021	Framework Plan, Transport Plan briefings, Engagement Strategy and branding and website proposals
Member webinar – w/c 13th December 2021	Briefing on HGC with a focus on Sustainable Transport (external speakers)
HGC Board Topic Session – Transport, date TBC	Focus upon Transport Plan

Dacorum Cabinet – expected January 2022	Transport Plan consultation proposals
HGC Delivery Board – expected February 2022	Framework Plan – Stage 1 Review Engagement Strategy – Sign-off

Appendix 1 HGC Programme Area



Agenda Item 7



AGENDA ITEM:

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	24 November 2021
PART:	1
If Part II, reason:	

Title of report:	Hemel Hempstead Place and Town Centre Strategy update
Contact:	Cllr Alan Anderson - Portfolio Holder for Planning & Infrastructure Author/Responsible Officers; James Doe – AD Planning & Regeneration Sara Whelan – Group Manager, Place and Enterprise
Purpose of report:	To update members about the work to date on Hemel Place Strategy and Town Centre, including an update from newly formed Hemel Place Board.
Recommendations	That the report is noted.
Corporate objectives:	The programme supports all six of the Councils priorities in the Corporate Plan.
Implications:	<u>Financial</u> None arising for this report – work is carried out from established budgets. Cabinet approved a budget of £500,000 for this work at its meeting in April 2021. <u>Value for Money</u> The Hemel Place budget currently employs one architect and is supported by a corporate graduate overseen by the Group

	Manager of Place and Enterprise. Many others across the Council are supporting this work along with private and third sector partners.
Community Impact Assessment	Completed in March 2021 and attached. Members should note that a separate CIA will be prepared for the forthcoming Town Centre Strategy and this will be included in future reports.
Health And Safety Implications	None in this report
Consultees:	
Background papers:	Appendix 1 – Relationship to other Strategies Appendix 2 – The draft Hemel Hempstead Story Appendix 3 – Summary from Hemel Place Board 4 Nov 2021 Appendix 4 – Paradise Design Code work
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	Report to Cabinet, 20 April 2021
Glossary of acronyms and any other abbreviations used in this report:	DLUHC – Department for Levelling Up, Communities and Housing LEP – Hertfordshire Local Enterprise Partnership

1. Background

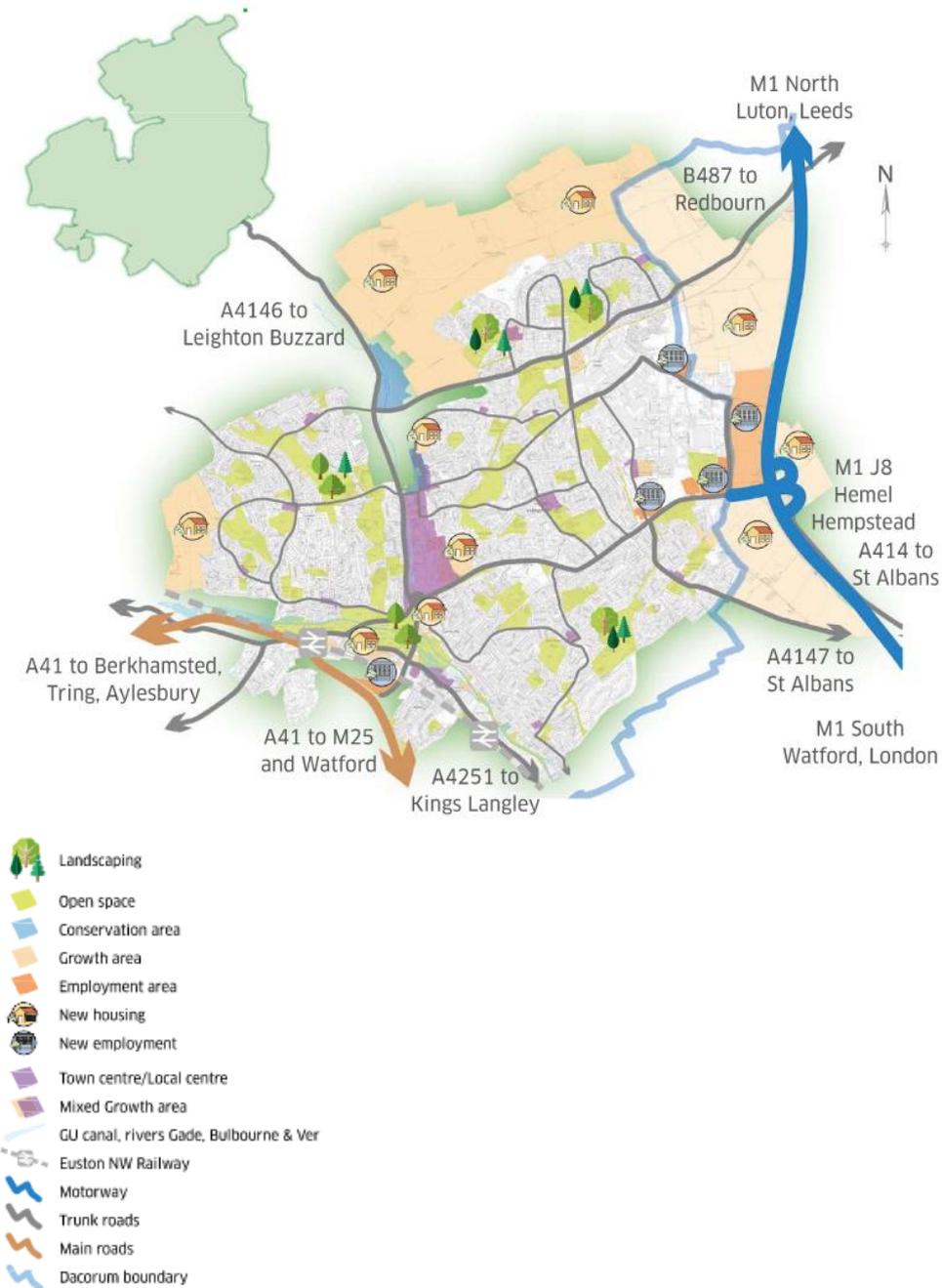
- 1.1 Cabinet agreed in April 2021 to create a new Place Strategy for Hemel Hempstead and to establish a Hemel Place Board. As part of this work a new strategy for the future of Hemel Hempstead Town Centre was also agreed.
- 1.2 In September 2021, Sara Whelan was appointed to the Hemel Place Strategy Programme Manager post. Recently her post has changed again to cover the retirement of Chris Taylor, Group Manager Strategic Planning and Regeneration in December 2021. Sara Whelan is now the Group Manager for Place and Enterprise and will continue to lead the Hemel Place work as well as leading the Economic Development Service.

2. Hemel Place Strategy

- 2.1 The Hemel Place Strategy will set out a new vision for Hemel Hempstead and will set out proposals for the regeneration and management of the town over the short, medium and longer term. It will strongly link to the visions already in place for Hemel Hempstead, including the Hemel Garden Communities Spatial Vision, the Dacorum Economic Recovery Plan and the

Dacorum Growth and Infrastructure Strategy. Please see Appendix 1 which shows a diagram on how this new work on the Place Strategy relates to these and other strategies.

- 2.2 The aim of the Hemel Place approach is to knit together all the exciting work already happening and to be sure that Hemel works together as one place, now and in the future. Without this place shaping approach there is a risk that Hemel Garden Communities, Maylands Business Park, the Enterprise Zone, Town Centre and Old Town all operate separately and do not support each other. We want people who work, live or visit any part of Hemel Hempstead to visit and support the whole of the town.
- 2.2 Below is an extract from the Hemel Garden Communities Spatial Vision which sets out how Hemel Hempstead will grow. The population of Hemel is expected to grow from approximately 95,000 currently to 150,000 by the early to mid-2050s.



2.3 The Hemel Place Strategy will look to capitalise on the town’s amazing assets, such as being a New Town set in ample green open space as well as our transport links to London and strong sense of community. It will also address the town’s weaknesses with a clear action plan.

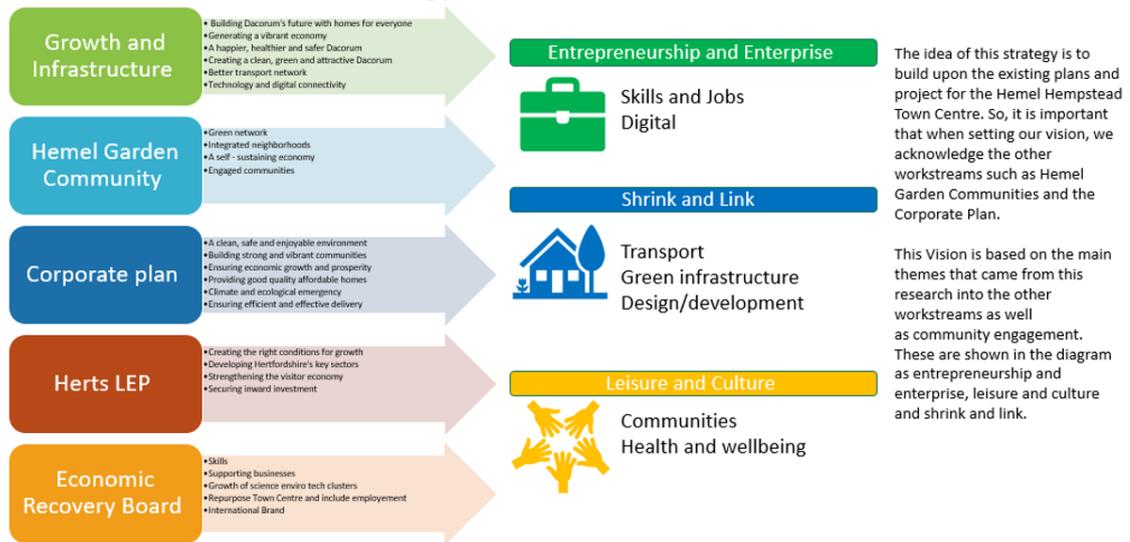
2.4 The Place Strategy will be authentic to the history of Hemel Hempstead and be ambitious for its future. The Hemel Place Board will work in partnership to deliver the vision of the Place Strategy. The success of the town centre will be a key part of the future of Hemel Hempstead and therefore will have its own strategy with more focused interventions.

3. Hemel Town Centre Strategy

- 3.1 The scope of the Town Centre Strategy will include;
- Health and wellbeing
 - Supporting vulnerable people in the community
 - Sustainability and tackling climate change
 - Urban design strategy
 - Economic and business development actions
 - Social value actions, including skills and apprenticeships
 - Digital connectivity strategy
 - Arts, culture, leisure and heritage Strategy
 - Social and community facilities and infrastructure
 - Framework plan and assessment of development sites
 - Transport assessment and recommendations for intervention

3.2 Importantly the Town Centre Strategy will have a clear action plan and different routes for delivery. The Hemel Place Board will have an important role to play in the delivery of the Town Centre Strategy as well as wider partnership working. The Strategy is being prepared in draft, and will be brought to both this Committee and Cabinet when it is more fully advanced. The diagram below provides an initial indication of how current plans and strategies will contribute and how they relate to some of the emerging key themes.

Vision for Hemel Town strategy



4. Hemel Hempstead Old Town

4.1 Paul Langford, Housing Service review Consultant, who recently completed a six month contract at Dacorum Borough Council, led a 'Hemel Old Town' Place Project Team made up of Officers from a range of services across the Council. The vision for the Old Town is to create a place where residents, business, community facilities and all stakeholders can thrive and feel pride in their local area. Establishing a place where people want to live, work and prosper. James Doe is the new Project Sponsor and Sara Whelan is Project Lead.



4.2 This is a multi-disciplinary team with officers from across the council including Economic Development, Estates, Finance, Planning, Waste and Clean Safe and Green, Housing Services, Communications, Licensing, Communities and colleagues from the Old Town Hall/theatre.

4.3 The team have spoken to key stakeholders including businesses to understand how the Old Town is working and how they thought it could improve. The Leader of the Council and Chief Executive hosted a public meeting on Wednesday 13th November in the theatre of the Old Town Hall. It was well attended by the businesses and the residential community and overall was a positive session.

Old Town Stakeholders (not an exhaustive list)

Residents	Businesses	Council	Community Groups	Local Agencies
<ul style="list-style-type: none"> • Tenants • Leaseholders • Private residents 	<ul style="list-style-type: none"> • High street businesses • Trading associations • Markets 	<ul style="list-style-type: none"> • Old Town Project Team - cross department representation • Local councillors • Old Town Hall 	<ul style="list-style-type: none"> • St Mary's Church • Local clubs; sports, drama etc. • Friends of Gadebridge Park 	<ul style="list-style-type: none"> • Community Action Dacorum • DENS • Education providers • Emergency Services • Neighbourhood Police • Environmental Agency

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 Working Together to effect positive change

- 4.4 This work, now with the benefit of the business and residential community input, will be continued with the aim that the relationship between them and the Council will get stronger to the benefit of the Old Town. All ideas and issues raised are being worked on as part of an action plan.
- 4.5 Separate to the work above but closely linked is an independent review of the Old Town Theatre and Borough wide Cultural Strategy which will be closely interlinked to this work.

5. Hemel Place Board

- 5.1 The Hemel Place Board is a partnership of key stakeholders from the public, private and third sectors which have a strong presence in Hemel Hempstead and are key to the future success of the town.
- 5.2 The Board will provide strategic direction for the town's growth and prosperity activities through the development of a new Place Strategy for Hemel Hempstead and importantly advocate for Hemel Hempstead at all opportunities.
- 5.3 The Council held its first Hemel Place Board on Thursday 4th November. It was a hybrid meeting which comprised a range of key attendees from partner organisations such as Herts County Council, the Department for Levelling Up, Communities and Housing (DLUHC), Herts Local Enterprise Partnership, West Herts College, Community Action Dacorum and the Dacorum Environmental Forum as well as senior representation from major businesses. The session was well attended and chaired by the Chief Executive, who set the vision for strong place leadership in Hemel Hempstead.
- 5.4 This was followed by a presentation by Thinking Place, a consultancy which was commissioned by the Council to carry out a wide range of stakeholder engagement over the summer and concluded that Hemel's future could focus on one big idea and three themes;

- Big idea – growing a fresh new future
- Theme 1 – the destination for enterprise and entrepreneurship
- Theme 2 – treasure our hub for leisure and culture
- Theme 3 – shrink and link

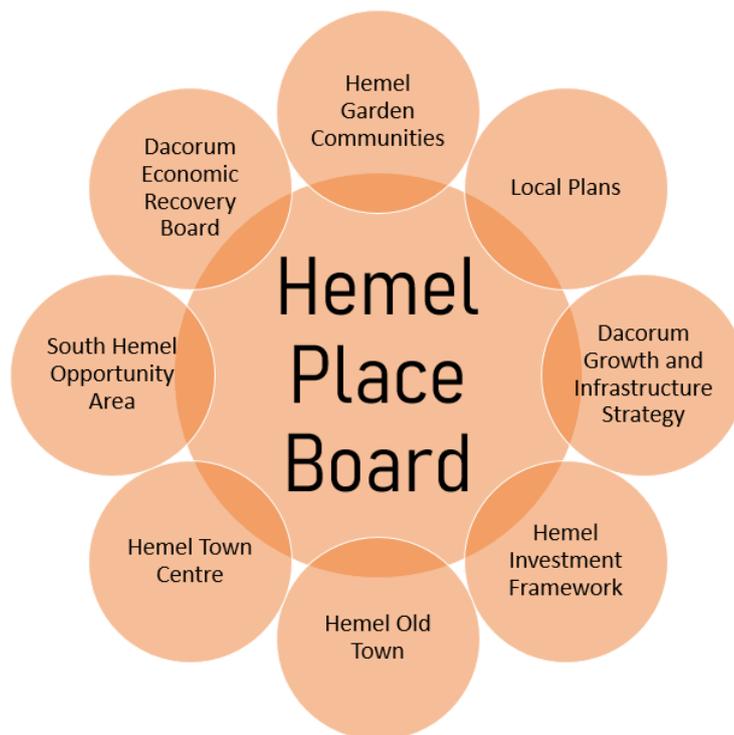
Attached to this report at Appendix 2 is a summary document entitled 'The Hemel Hempstead Story' prepared by Thinking Place as a result of the stakeholder engagement, to inform the Board's consideration of the right strategy for Hemel as a Place. This explains in more detail what lies behind the big idea and three themes as listed above.

- 5.5 James Doe followed with a presentation setting out the important New Town history of Hemel Hempstead and its current strengths, weaknesses, opportunities and threats, against the context of growth and redevelopment

anticipated at Hemel Garden Communities and the town centre. The place leadership vision and both presentations went down very well. The newly formed Board then had a discussion showing initial reactions a summary of which are included in Appendix 3 and a few key points listed below:

- The Board wanting to have a strong focus on skills
- Advice from the private sector not to take Maylands for granted as it is a great asset
- To be authentic to Hemel Hempstead's history and current day when looking at places unique selling point
- Include all in the community including importantly young people (linked to skills point above and the future generations as the Hemel Place Strategy will have short medium and long term objectives)

5.6 The next board will be held in January 2022 where the vision of the Hemel Place Strategy and scope of the key issues will be discussed. It is expected that the Board will also consider options of a clear and vibrant brand for Hemel Hempstead. This will work in tandem and very closely to the brand currently being developed for Hemel Garden Communities.



5.7 The Council is in the final stages of appointing an independent chair for the Hemel Place Board. The final interviews will be held at the end of November and the successful candidate announced in December. This is a key role, to not only chair the Board but advocate for Hemel Hempstead and foster relationships with external partners and potential investors to the area, and to positively shape the future for Hemel Hempstead businesses, communities and residents.

6. Funding opportunities

Levelling up Fund

- 6.1 Dacorum Borough Council submitted a bid to the Department for Levelling Up, Communities and Housing in June of this year. It is understood that three other Hertfordshire authorities made separate proposals for their areas. The bid focused on the redevelopment of the Market Square with the proposal to provide a cultural venue, new public realm and new homes. Unfortunately this bid was not successful, nor were any of the others in Hertfordshire as our location meant we were a category three (lowest priority) level authority and the bar was not exceeded which weighed against that designation. Despite this, the work carried out gives the Council a good platform from which to develop alternative solutions for the Market Square.
- 6.2 DLUHC is providing feedback to Officers on the bid shortly. There are future rounds of funding which the Council will consider and other central government funding opportunities which the Council will pursue, and possibly a further round of Levelling Up Funding next year. It will be excellent in future to work in partnership with the Hemel Place Board when submitting bids to show that the public, private and third sector share the same vision for Hemel Hempstead.

Hertfordshire Local Enterprise Partnership

- 6.3 The Council is working on a bid to the Hertfordshire LEP, Transforming Town Centre Fund. The bid will seek to deliver a co-working or incubator space, providing desk spaces, shared meeting rooms and facilities for small businesses, freelancers and an alternative for individuals to working from home. The Council has recently visited a similar business space which has recently opened in Stevenage. A business case is currently being worked on.
- 6.4 The Council is also exploring the possibility of increasing the density of employment opportunities at Maylands Business Park. This is at an early stage but would seek to support Hertfordshire in becoming a hub for film studios and creative industries.

7. Paradise Design Code

- 7.1 Dacorum Borough Council is one of 14 councils across England given £50,000 each to develop new design codes as part of a nationwide testing programme. Design codes will set out design principles for new development and will be expected to enhance the character of the local area and ensure future design quality - meaning developments are beautiful (or popular), well designed and locally led.
- 7.2 Jane Hakes, Principal Urban Designer is the Project Lead and Sara Whelan is Project Sponsor. Tibbalds are a design consultancy who have provided external support. The project is using the [National Model Design Code](#) to

consider the design principles for the Paradise industrial area of Hemel town centre. Please see Appendix 4 for a collection of key diagrams and plans for the Paradise Design Code work so far. The work has followed the Hemel Garden Communities spatial vision for Hemel Hempstead and embedded feedback from the residential and business communities.

- 7.3 A series of engagement events have happened to help inform the design process and code work. This has included;
- Youth engagement workshop
 - Officer and member workshops and walkovers
 - Wider community engagement via commonplace website
 - Landowner and stakeholder workshops
 - 1:1 conversations with businesses
- 7.4 Some of the common opinions expressed were;
- The importance of open space to the character of Hemel Hempstead. The existing open spaces within the town are generally considered some of the most positive spaces within the town.
 - Many buildings in the town centre are considered dull or boring – there is a strong desire for an attractive new environment where development is coming forward
 - Access and safety issues both with regard to pedestrian and cyclist movement and generally within open spaces were raised on a number of occasions. Lack of safety for cyclists on the main roads and particular that weren't well overlooked were prominent in the feedback
- 7.5 The design code is being finalised and will be presented in full detail to a future Overview and Scrutiny and Cabinet meetings before going out for public consultation and eventual adoption as a Supplementary Planning Document Design Code.

8. Article 4 Direction in Town Centre

- 8.1 Over recent years Government has widened the scope of changes that can be made from commercial uses to residential without the need for planning permission. In March 2021 Government introduced further legislation allowing the change of use from the new Use Class E to residential. Those changes which came into force on 1 August 2021 allow properties such as shops, gyms, restaurants, nurseries and health centres to be converted to residential use subject to certain conditions.
- 8.2 Class E covers the following uses and planning permission is not required for changes of use from one type of Class E use to another:
- (a) Shop (except for some small shops outside centres that are in Class F.2)
 - (b) Food and drink (café or restaurant)
 - (c) Financial, professional and other appropriate services

- (d) Indoor sport, recreation or fitness, not involving motorised vehicles or firearms
- (e) Medical or health services, principally to visiting members of the public
- (f) Crèche, day nursery or day centre
- (g) Offices, research and development and light industry

8.3 Class E does not cover various other uses often found in town centres, such as:

- Pub or drinking establishment
- Hot food takeaway
- Museum, public library
- Cinema, concert hall, bingo hall and dance hall

8.4 The legislation does provide some protection for the Old Town, Berkhamsted, Tring and the villages because the high streets are wholly or predominately within conservation areas. Although this does not mean conversions can be resisted the Council has the ability to consider the proposals through the prior approval process. Hemel Hempstead town centre does not fall within a Conservation Area and therefore does not have the same protection afforded by legislation.

8.5 The Development Management Committee on 11th November 2021 resolved to confirm the Article 4 area which is highlighted in red below and will continue in effect beyond 29 January 2022 (following the 6 month expiry of the immediate Article 4 direction made on 29 July 2021).



9. Summary

- 9.1 The Hemel Place Strategy work and Hemel Place Board are at the beginning of its journey. However the place shaping approach of many Council teams and partners working together and focusing on one area is already showing success and being welcomed in areas such as the Old Town. As well as in discussions with partners such as the Hertfordshire Local Enterprise Partnership and Hertfordshire Growth Board.
- 9.2 This approach will require support across the Council from all Members and Officers to work together on one ambitious and exciting approach to grow and benefit the future of Hemel Hempstead.

Community Impact Assessment

Name and description of project, policy or service	
<p>Hemel Place Strategy</p> <p>Hemel Hempstead is the principal town within the Borough of Dacorum and faces big challenges in relation to future growth, the impact of Hemel Garden Communities as a catalyst for transforming it into a 21st century Garden Town, ongoing regeneration, the effects of Covid19 on how people will live their lives in the future, developing its economic position and meeting the challenges of tackling climate change. A new vision and strategy, involving the Council and its key partners, stakeholders and residents is needed to address these challenges.</p>	
Identifying the impact of this project, policy or service on the community and environment	
	<p>Questions to explore:</p> <p>What positive impact will your project, policy or service have? What negative impact will your project policy or service have? How will you ensure any negative impact is limited? What is the impact of doing nothing?</p>
<p>On the community in general e.g. social or economic benefits, negative impacts</p>	<p>The Strategy is being introduced to have a positive impact on the community: to create better places to live in, strengthening the economic position of Hemel Hempstead and the local economy generally and tackling the range of long-term impacts on the community arising from the Covid19 pandemic.</p>
<p>On the council as an organisation e.g. on staff, services or assets</p>	<p>Proposals for the new Hemel Place Strategy are, at the time of drafting this CIA, at an early stage. The Strategy will be a corporate document and as it emerges, the impact on all affected staff, services and assets will be considered.</p> <p>At an early stage it is considered that the approach to be taken to develop and then implement the Hemel Place Strategy will impact on resource arrangements for the following services:</p> <ul style="list-style-type: none"> • Planning, Development and Regeneration • Commercial Assets and Property Development • Housing Strategy and Development • Community Engagement • Clean, Safe and Green
<p>On the protected characteristics Age, disability, gender reassignment, marriage and civil</p>	<p>The new Hemel Place Strategy is wide-ranging and will need to ensure that the impact on the protected characteristics are</p>

Community Impact Assessment

<p>partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation (Specify where impacts are different for different characteristics)</p>	<p>addressed. The aim will be to make the proposals arising from the Strategy inclusive to all issues and groups.</p>
<p>On the environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality</p>	<p>Hemel Hempstead will be subject to major change and development over the next 20-30+ years. New built development creates a range of pressures on the environment which will be managed through specific policy and project work arising from the new Hemel Place Strategy and work on a new strategy for Hemel Hempstead Town Centre and the Hemel Garden Communities Programme as it progresses. The Hemel Place Strategy will be wide-ranging and consideration of impacts on the environment will be in accordance with the statutory development plan for the Borough and associated policy, including the Two Waters Masterplanning Guidance 2016. The emerging new Local Plan for Dacorum will set the policy basis for the environmental impacts of development in the Borough.</p>
<p>On the specific target community / location e.g. if the project is based in a specific area or targeted community group</p>	<p>The Strategy is generic to Hemel Hempstead as a whole and aims to improve the town as a place.</p>
<p>Outline the approach you took to identify the need for this project, policy or service. Please include use of research, data and consultation with residents and/or staff.</p>	
<p>The need for the creation of a new Hemel Place Strategy is set out in the introductory section of this Community Impact Assessment.</p> <p>The Council is in the process of preparing a new Local Plan for the Borough, for which amongst other things, background national policy and local research makes it clear that there is a need to plan for a step-change in the level of new development to substantially boost the supply of housing; to grow and develop the Borough's economic base; to tackle the impacts of climate change and address the Council's declaration of a Climate Change Emergency; and to deliver new infrastructure.</p>	

Community Impact Assessment

Further research has been carried out to examine the issues facing the future of Hemel Hempstead Town Centre in terms of its role as a central and vibrant focus for the community, both now and in the future.

Which commitment(s) does this policy, project or service support from the Equality and Diversity CIH Charter Housing Framework? [Link to PDF CIH Commitments on intranet](#)

The Chartered Institute of Housing has created a helpful framework to assess the need to ensure that equality and diversity is embedded into policy, project and service delivery. The key commitments are as follows, and as the new Hemel Place Strategy develops, the issues covered by each one will be addressed in the programme plan and its monitoring and management:

1. Equality and diversity is driven from the top:

- There is strong leadership from our governing body, chief executive and management team endorsing a strategic commitment to equality and diversity across all nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation; and to supporting an understanding of the role of human rights in housing

2. Equality and diversity informs our business planning

- Equality and diversity lies at the heart of our business planning process and informs our investment decisions, how we design and deliver value for money services, how we procure services; and how relationships with partners, suppliers, contractors, customers and communities are sustained
- We undertake equality analyses which show how equality and diversity informs our business objectives and equality analyses are transparent, monitored, reported and acted upon
- We are committed to ongoing improvement in providing fair and accessible services to our existing customers and to future customers

3. Equality and diversity shapes our organisational culture

- Equality and diversity informs recruitment and staff development - the staff we employ represent the communities we serve. Diversity is represented at all levels of the organisation and our staff in their diversity are satisfied with us
- Our commitment to equality and diversity is public, clear and transparent - all language, imagery, policies, procedures and publicity are inclusive and representative of our diverse communities. Information is provided in alternative or accessible formats where this is required
- Our organisation communicates a zero tolerance approach to discriminatory attitudes or practice from staff, partners, contractors, suppliers, customers and from individuals in the communities in which we work

4. Equality and diversity is supported through staff training, development and engagement

- Staff at all levels are supported to gain appropriate knowledge and skills to deliver equal services

Community Impact Assessment

to our staff and our customers in their diversity

- Staff in their diversity have an opportunity to shape and influence the delivery of fair and accessible services

5. We know who our customers are

- We proactively use customer profiling to gather customer insight information to help us develop fair and accessible services
- Staff and customers clearly understand how customer profiling can improve our organisation and where service improvements have been made we will share our successes
- We will develop our capacity to understand and respond to the housing needs and aspirations of migrants and new arrivals in the communities which we serve
- We will develop our capacity to understand and respond to the housing needs and aspirations of future customers in their diversity
- Customer insight information is regularly reviewed, monitored and refreshed and measured against our strategic plan and business objectives for equality and diversity
- Customer profiling is informed by best practice, is undertaken confidentially and in line with the Data Protection Act 1998

6. We involve our customers in shaping and scrutinising services

- We actively encourage and proactively seek the involvement of customers in their diversity across all nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation, in the shaping and delivery of fair and accessible services
- We provide structures, resources, training and capacity building opportunities for customers to enable them to contribute to delivery of fair and accessible services
- We effectively empower our tenants to scrutinise, monitor and review our services for equality and diversity - we provide our customers with regular, robust and appropriate information in accessible formats which have been agreed with them and customers are encouraged to challenge our performance in relation to equality and diversity. We will report to our customers on our progress

7. We represent the communities which we serve

- We build visible links with local, diverse and representative community groups and community advocates to strengthen our relationships with the communities which we serve and to build trust
- We work openly with partners and other service providers in the community to ensure that our services are representative and diverse and to ensure that the diverse customers which we serve are safe and secure in their homes and communities

8. We support the communities which we serve

- We will work with the communities which we serve and with community partners to advance equality of opportunity and foster good relations between different groups within the communities which we serve

Community Impact Assessment

- We will work with the communities which we serve and with community partners to eliminate discrimination, tackle harassment, hate incidents and hate crime and domestic violence

How will you review the impact, positive or negative once the project, policy or service is implemented?

Action	By when	By who
Community Impacts to be reviewed by the Programme Steering Group at regular intervals	Standing Agenda item	Programme Manager (TBC)
Review by Growth and Infrastructure Corporate Working Board	Standing Agenda item	Programme Lead – James Doe
Include as part of post-project review	Dec 2023	Programme Lead – James Doe
Highlight of specific impacts through ongoing reporting to Council, Cabinet and Strategic Planning and Environment Overview and Scrutiny Committee	According to Programme Plan	Programme Manager (TBC)

Completed by:

James Doe

Assistant Director – Planning, Development and Regeneration

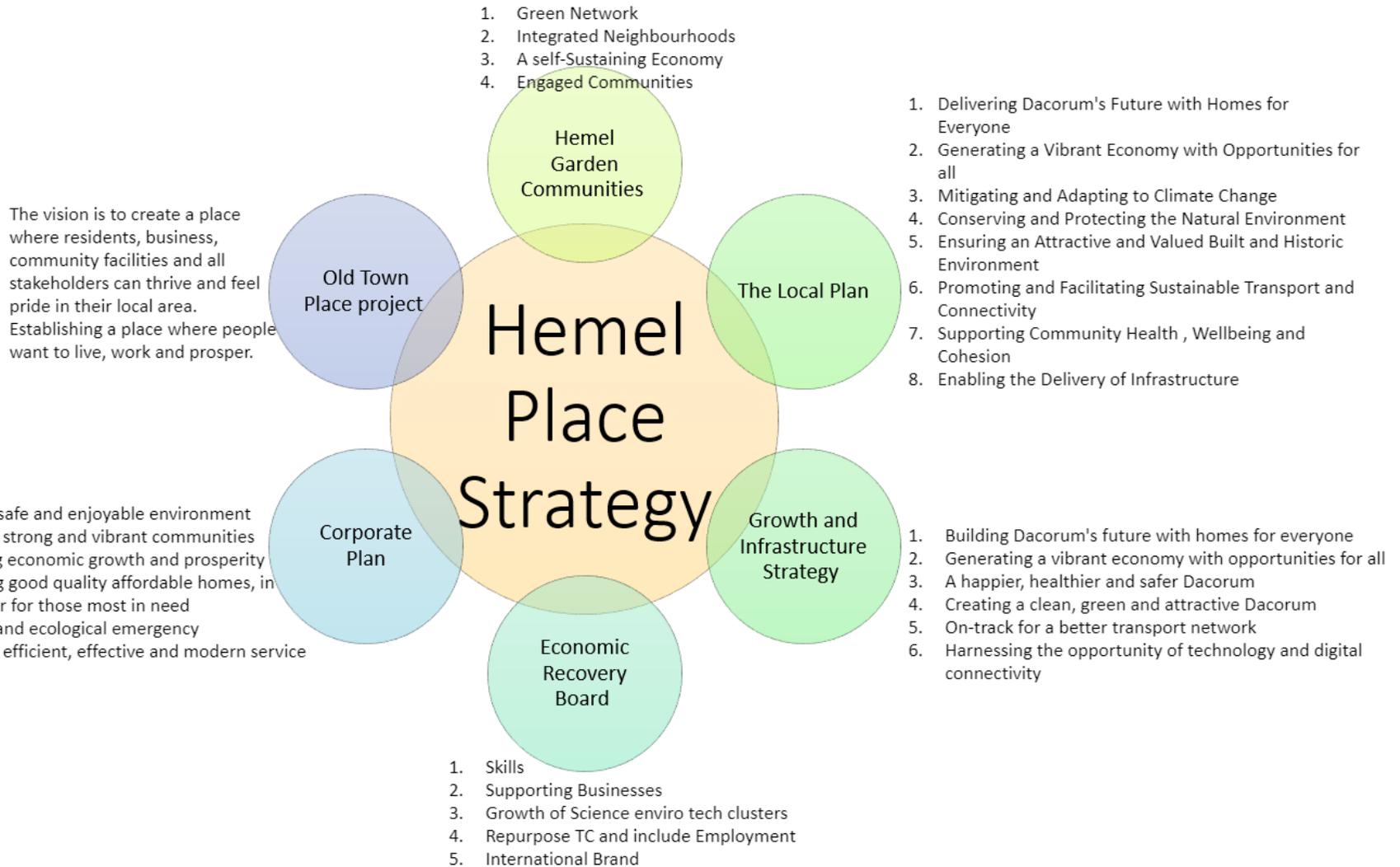
Dated 29 March 2021

Reviewed and signed off by:

Linda Roberts

Assistant Director – People, Performance and Innovation

**APPENDIX 1
RELATIONSHIP OF THE HEMEL PLACE STRATEGY TO OTHER STRATEGIES AND PLANS**



APPENDIX 2

The Hemel Hempstead Story

Hemel Hempstead is location, location, location.

It is perfectly placed on the edge of London within around a 30 minute drive or train ride of the capital, benefiting from the road links of the M1, M25 and A41, four mainline rail stations along with easy access to five airports. Hemel Hempstead is a place of significant businesses set within beautiful countryside including the Chilterns Area of Outstanding Natural Beauty. The town and area offer a fantastic and great value quality of life with attractions for all the family, some great places to live, a variety of employment opportunities, all within an environment to envy; a compelling urban green experience.

Most of all, Hemel Hempstead is a place of opportunity and growth. Having been one of the first New Towns, it is reinventing itself for the 21st century with a Garden Community bringing housing and employment, transformation of the urban centre into a place for living, leisure and work, the potential repurposing of development areas near to the town accompanied by a cultural renaissance. The emphasis will be on animating and activating the place with a focus on people and the use of space not just buildings.

As Hemel Hempstead looks to the future it is doing things differently, being proactive, acting with agility, better connecting its assets, collaborating with places and people, and thinking bigger and wider as a destination; this is a place where the prospects are bright.

our Hemel Hempstead story

This story articulates the distinctiveness, character and characteristics of Hemel Hempstead, highlighting what makes it special and the opportunities for the development and promotion of both town and area. The overarching narrative consists of themes, which are pillars and chapters of the story, and a big idea which is the emotional purpose for the place. They represent what needs to be focused on for Hemel Hempstead to prosper. The theme areas combine elements that are already important in the place, alongside its potential, and lesser-known ingredients of the Hemel Hempstead experience.

the destination for enterprise and entrepreneurship

Hemel Hempstead has always been a prime business location and the focal point is Maylands Business Park, home to over 650 businesses employing over 20,000 people. Its strategic location near to London and major national and international connectivity has ensured it is a destination of choice for a variety of companies including global leaders in construction, logistics and technology. The intention is to build on this pedigree to ensure Hemel Hempstead is a beacon for business, attracting businesses looking to relocate but also encouraging entrepreneurs to establish themselves in the centre and area.

Hemel Hempstead hosts many leading businesses including Bourne Leisure, British Standards Institute, Amazon, UTC Aerospace Systems, and Britvic to name just a few. Herts Innovation Quarter is the Enterprise Zone (EZ) for the county focused on attracting a cluster of clean tech, smart construction and enviro-tech businesses to the area, harnessing the leading edge expertise of building sciences specialists BRE Group, agricultural pioneers Rothamsted Research and the University of Hertfordshire; the EZ has various sites on Maylands Business Park.

The town and area have a huge opportunity to grow their enterprise and commercial offer. Hemel Garden Communities will take the best of the existing new town and have a transformational impact on the place with over 11,000 homes and creating 10,000 jobs. The Hertfordshire Innovation Quarter will be at its heart. As the town centre is developed and repurposed, reflecting changes in shopping

habits and the pandemic legacy, there is a wonderful chance to create shared work space, studios and offices bringing business into town. Given that people want more affordable, non-city dependent work options where accessibility to countryside, as well as London is possible must place Hemel Hempstead in a great position to be the place for business and commerce.

treasure our hub for leisure and pleasure

Ever since its development as a New Town, leisure and space have been part of the design DNA of Hemel Hempstead and people are still benefitting from these initiatives today. Apart from the numerous green spaces, people really enjoy the Snow Centre, XC and Hemel Hempstead Sports Centre.

The award-winning Water Gardens are a fabulous and iconic feature of the town centre, creating an enticing environment for locals and visitors to enjoy. However, as you walk down the High Street you may not even know they are there; a great opportunity exists to bring some of this experience right into the centre. The Marlowes, Hemel's 'high street' itself is a wide European style tree-lined boulevard which in itself provides an opportunity for events and animation of the space bringing more colour and vibrancy to town. Hemel Hempstead is also incredibly green from the spaces between housing to the much used parks such as Gadebridge Park; they can provide different facilities and new event opportunities. Equally, it will change the 'feel' of the place if the green is brought more into the centre with smaller urban parks and activity space. Alongside this the Old Town of Hemel Hempstead provides a wonderful contrast to the newer High Street and has the potential for more events, food and drink, culture and experiential activity.

As Hemel Hempstead looks to capitalise on population growth, facilitated by the Garden Community bringing 11,000 homes to the area and increases in town centre living, enhancing its cultural and evening economy offer is a priority. The town has the spaces, opportunities and latent talent to deliver a cultural renaissance which will not only benefit residents but help it develop as a visitor hub for the wider area and attractions. The surrounding area has plenty to offer including the beautiful Ashridge Estate, National Trust property, Harry Potter World, part of the Natural History Museum at Tring, Whipsnade Zoo, Apsley Marina, Champneys Spa Resort as well as glorious villages to explore.

The huge changes impacting town centres including the pandemic, changes in shopping habits, migration out of cities etc., offer up a host of opportunities for Hemel Hempstead which will require a focus on the space between buildings, an event and animation strategy and the imperative of ensuring that the different experiences are curated providing a distinctly Hemel Hempstead sense of place.

shrink and link

For Hemel Hempstead, like many places the future lies in making the most of collaborations and connections both within but importantly outside the place. Hemel Hempstead is the heart and hero of the place but it can't function, grow and thrive without ensuring the place develops in a unified way, pulling together the New Town, Old Town, Maylands, the Garden Community, Berkhamsted, Tring, the ward communities and the Two Waters and Apsley area. They will each have their own story to tell but the whole has to be greater than the sum of the parts; *one Hemel Hempstead*. This has to be supported by a travel and transport offer that brings people and opportunities together, ensures the places that make up the wider Hemel Hempstead experience are linked, and that walking and cycling are prioritised.

Of equal importance is repurposing a town centre that, like most, has too much retail focussing on achieving a balance of living, working and shopping which will require changes in use, and viewing this as a community hub where people come together for multiple purposes. This creates the imperative of a strong leisure and cultural offer ensuring the town centre is somewhere people want to be.

To deliver this it will be vital to ensure Hemel Hempstead has a heart, a meeting place which is the centre of a 'sense of place' experience which places as much emphasis on activating space as it does on physical interventions; a place built around people.

At the same time Hemel Hempstead will be reaching out to strengthen within, it has the opportunity to be the centre, the destination that's part of a wider experience which means building strong relationships with and optimising the benefits from Hertfordshire, the Chilterns, nearby airports, waterways and London.

the big idea for Hemel Hempstead

The Big Idea is an emotional and behavioural statement of intent for Hemel Hempstead and sits above and alongside the themes. It projects what the place is about, what it stands for and what is important. This isn't a strap line or marketing message, rather it is a 'strategic signature' for the whole area.

By changing thinking and doing things differently, Hemel Hempstead can better utilise its assets: radiating influence, building confidence, cultivating and encouraging strong leadership, developing new relationships, bringing business and place together.

growing a fresh new future

Hemel Hempstead, when it first developed as a New Town was an exemplar, a place role model and it has the opportunity and ingredients to do that again; the next stage of its growth will be about reinvention and re-imagination. The opportunities presented by repurposing the High Street; the quirkiness of the old town; the success of Maylands; the amazing green and blue infrastructure; the potential of the Garden Community; the regeneration of Two Waters and Apsley and the relationship with London place it in an enviable position. Hemel Hempstead is on a journey of place-led renaissance predicated on people not buildings, animation not architecture, all driven by a desire of differentiation in how it develops and how it acts.

Hemel Hempstead: connection, collaboration and celebration

APPENDIX 3

SUMMARY OF ISSUES RAISED AT THE HEMEL PLACE BOARD, 4 NOVEMBER 2021

Entrepreneurship and enterprise

- **Skills and education:**
 - Skills are the glue to success and are seen as a key element in growing the town
 - Skills need to feature more in the strategy. How can the College contribute? Can more effective business links be made?
 - COVID has massively affected education so there is a need to look into how to help young people get the skills that will be needed over next decade or so
- **Business and Maylands offerings:**
 - Don't take Maylands site for granted, how can the facilities change/ adapt here with the change in working habits/ industries?
 - How many people who live in Hemel also work at Maylands?
 - Businesses need to be able to see these skills so they will invest in the Town centre and Hemel as an area
 - How does this link to Hertfordshire's wider image for example Filming and the Herts growth board
- **Change in shopping behaviours:**
 - The ability to do shopping online has given people more time, this can be used to the advantage of Hemel

Shrink and Link:

- **Stronger and Greener transport links:**
 - Need stronger integration and movement between all the areas in Hemel (Old Town, Train station, Maylands etc)
 - Look at Europe for active travel
- **Linking the Place Board together:**
 - Circulate ideas before next meetings
 - Can there be a representative from a youth group and faith groups at future meetings? Send the university an invite? Invite people to get a more rounded view
 - Are there still Maylands ambassadors?

Leisure and Culture:

- **Engaging communities:**
 - Building strong communities helps build sustainability
 - Use the volunteers in Hemel, COVID showed that there are lots out there so use them
 - The radio station used by CAD is a direct way to engage with the community, this can feed into a wider comms strategy
 - Have to ensure the fringes of the community aren't ignored
- **Placemaking and encouraging footfall:**
 - Need to make the Town centre feel safe and welcoming

- 'Don't try and be something you're not', only use what Hemel has to offer. Is there anything that Hemel is the best in the UK at?
- Acknowledgment of the need for night time economy
- Luton has -20% footfall whereas Hemel has -10%, shows that people do want to stay local and the passion for a place is there

APPENDIX 4 PARADISE DESIGN CODE WORK

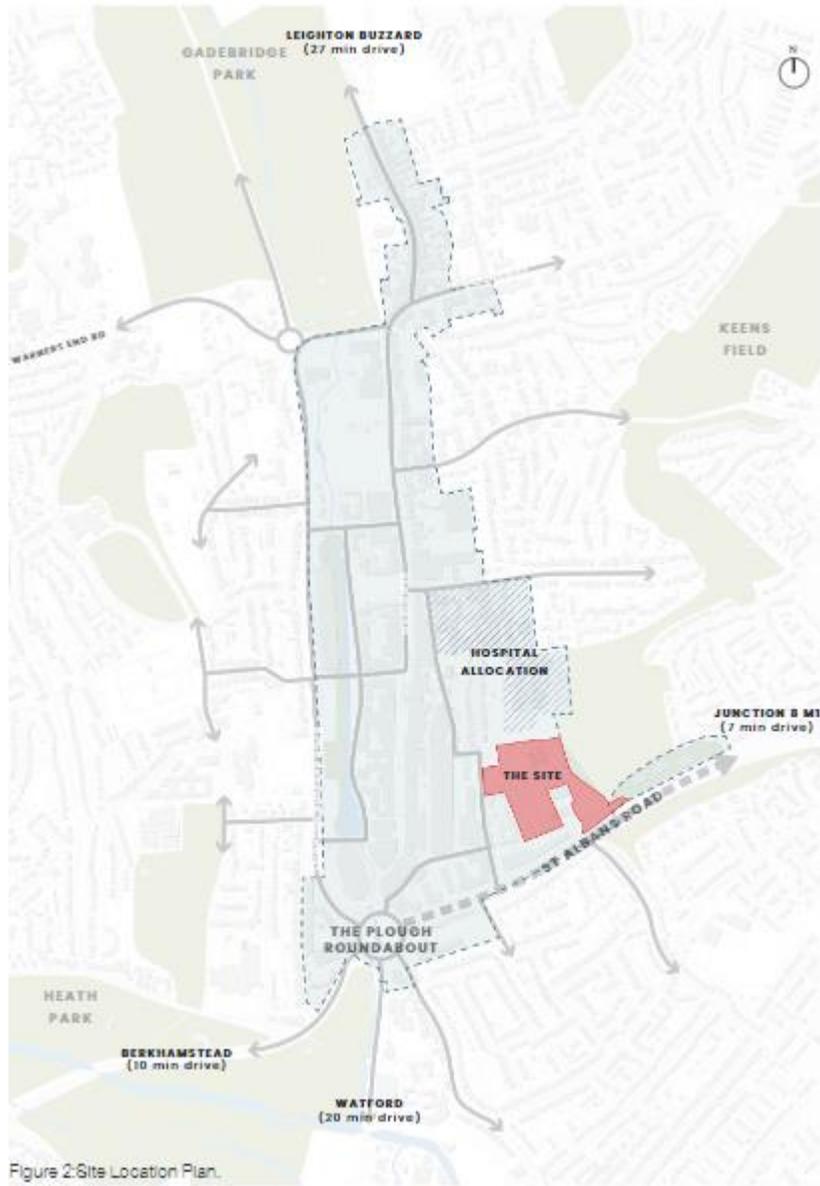


Figure 2.1: Three key priorities for Paradise

**APPENDIX 4
PARADISE DESIGN CODE WORK**

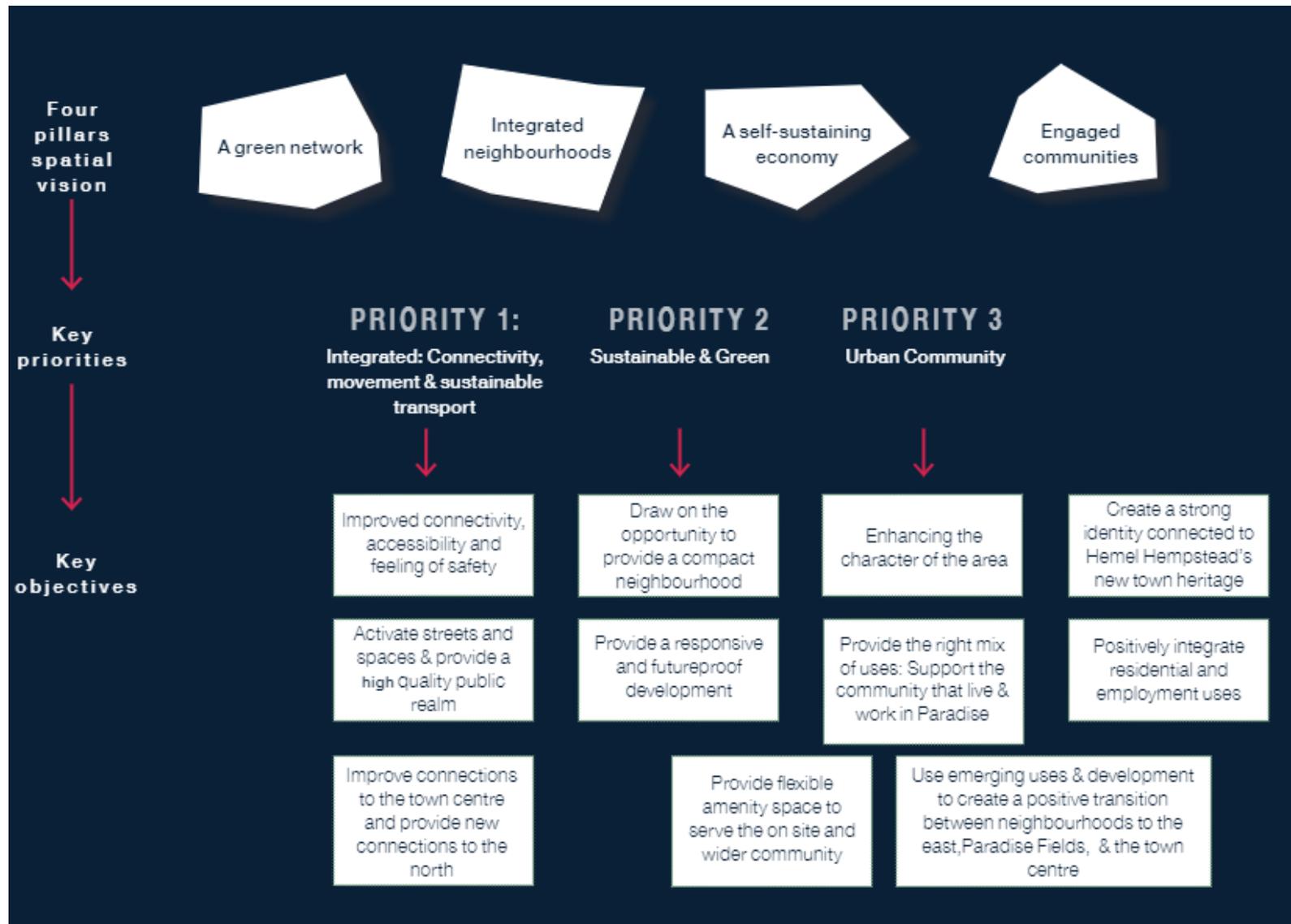


Figure 2.0: Key principles and objectives for Paradise

APPENDIX 4 PARADISE DESIGN CODE WORK

Site Opportunities

The following key site opportunities have been identified for Paradise:

- Improve the connectivity between the town centre and the site
- Emphasise the link to Paradise Fields and associated network of open space
- Opportunity to integrate with the residential development to the north
- Introduce a gateway/arrival location for pedestrians and cyclists to move between the town centre and Paradise Fields via the site.
- Opportunity to improve the public realm
- Opportunity to create an urban neighbourhood with a mix of uses that complement but does not compete with (or copy) existing parts of the town centre.

Key

	Potential pedestrian and cycle gateway		Improvements to public realm
	Pedestrian and cycle green link		Paradise fields proposed development area
	Green links to wider network		Paradise Fields proposed open space
	Pedestrian and cycle connections to adjacent residential areas		Town centre proximity
	Wildlife area		Retained buildings
	Future mixed-use development		



Figure B12: Site Opportunities

APPENDIX 4 PARADISE DESIGN CODE WORK

Site Challenges

The following key challenges have been identified for Paradise:

- Sensitive edges along the rear boundaries of the existing properties on Orchid Drive
- St Albans Road creates a major barrier between the site and the neighbourhoods to the south.
- The building set back creates a poor sense of enclosure/ frontage to the public realm
- Dominance of road infrastructure & parking within the site
- Indirect routes between the site and the town centre.
- Rising topography with a high point in the north east of the site
- Underused open land at nodal point between site, hospital site and potential east-west link into town centre (marked '1' on plan)

Key

- Existing road layout
- Dominance of surface car parking
- Barrier to pedestrian movement
- Elevation change across site
- Sensitive edge
- Views from current development and proximity to current development with overlooking from new homes
- Retained buildings



Figure B13: Site Challenges

Agenda Item 8



AGENDA ITEM:

SUMMARY

Report for:	Strategic Planning and Environment Overview & Scrutiny Committee
Date of meeting:	24 November 2021
PART:	1
If Part II, reason:	

Title of report:	Economic Development Update
Contact:	Cllr Alan Anderson - Portfolio Holder for Planning & Infrastructure Author/Responsible Officers; James Doe – AD Planning & Regeneration Chris Taylor – Group Manager, Strategic Planning & Regeneration
Purpose of report:	1. To update members about the work carried to support and develop the Economy of the Borough 2. To update Members on future work planned through the economic recovery
Recommendations	To scrutinise report and approve work plans
Corporate objectives:	The project supports the Corporate Vision and in particular the priority of Building strong and vibrant communities and ensuring economic growth and prosperity.
Implications:	<u>Financial</u> None arising for this report – work is carried out from established budgets <u>Value for Money</u> The ED Service employs seven posts overseen by the Group Manager with considerable input over the last two years to help refocus the service at an important time.

	Two of the EDO posts are funded by established DBC budgets Other posts are funded from a range of sources such as the income generated by the business centres and additional external funding such as filming income or European ERDF funding
Community Impact Assessment	Completed and sent with the report
Health And Safety Implications	None in this report
Consultees:	
Background papers:	Economic Dashboard (weblink) Dacorum Economic Recovery Plan (Annex A) Economic Profile (Annex B) RHSS End of Programme Report (Annex C)
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	This is an update report
Glossary of acronyms and any other abbreviations used in this report:	ARG – Additional Restrictions Grant BID - Business Improvement District ED = Economic Development ERDF – European Regional Development Fund HEDOG- Hertfordshire Economic Development Officers Group HCCI - Hertfordshire Chamber of Commerce HBBA = Hemel Hempstead Business Ambassadors KBC – Kyna Business Centre LADF – Local Authority Discretionary Fund LEP = Local Enterprise Partnership MBC = Maylands Business Centre

1. Background

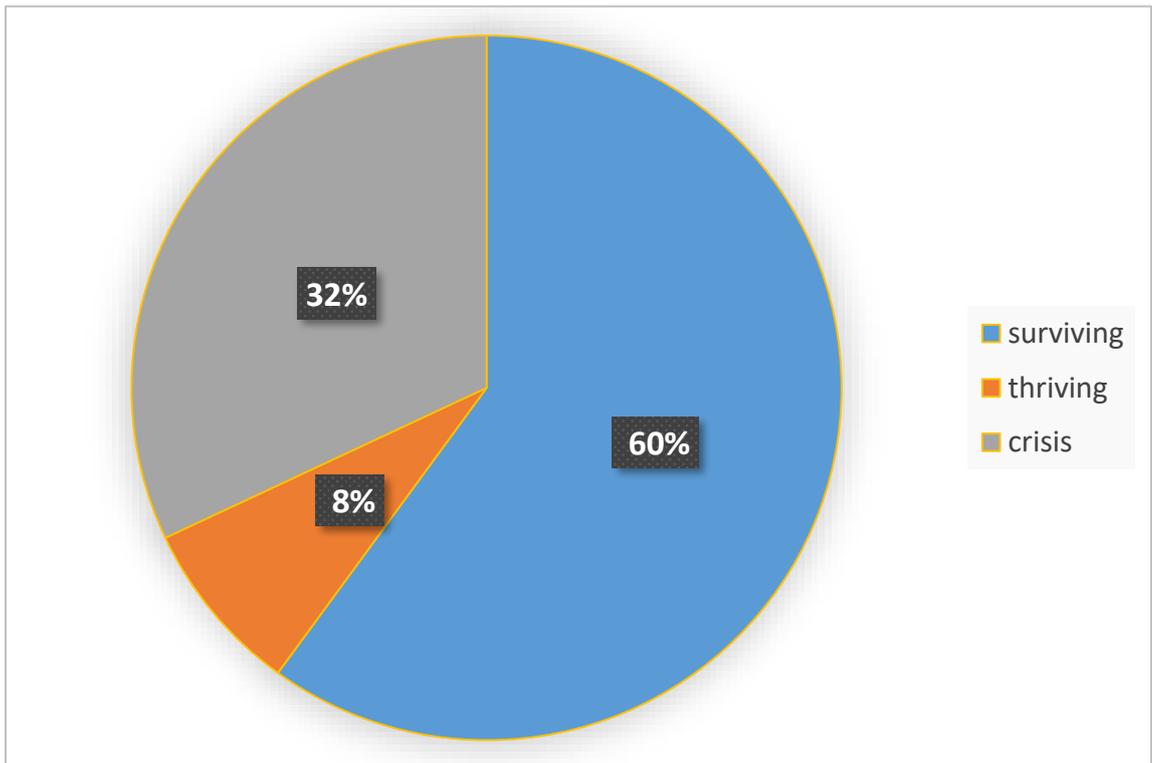
- 1.1 The Economic Development Service has had an extremely busy eighteen months since the start of the pandemic. It responded to the pandemic situation and offered as much focus and support as possible to businesses that have been hit hard. Covid-19 has forced businesses into survival mode, shifting the focus away from growth, although a number of businesses have been able to capitalise on the opportunities created.
- 1.2 The Economic Development Service has been focused on both understanding the impacts and responding to the situation where possible. Payment of government grants has absorbed much of the service capacity during this time and the subsequent development of the Economic Recovery Plan has also re-focused the service during the last six months.

1.3 The two business centres continued to operate throughout the pandemic with the team based at the MBC to maintain the delivery and availability of support and also to maintain rental income. The service has reached out to the tourism and hospitality sectors and also delivered the RHSS (Return to High Street Safely) and WBF (Welcome Back Fund) projects to support retail where possible. It has also promoted new areas of work, supporting the creative and filming sector to bring wide economic benefits into the borough. More details of these activities are shown below;

2. Response

2.1 The first action carried out during the first lockdown was a telephone Survey of 780 local businesses to see how things were and referring when possible to the available support. It was essential to gauge which areas were really in crisis. This data will be reviewed in 2022 to establish new information on survival and recovery.

July 2020 extract from the report below:



Total number surveyed in sector

Sector	no. surveyed	no. in crisis	%sector in crisis
Leisure & Hospitality	70	37	53%
Health & Beauty	48	28	58%
Retail (incl. online)	84	22	26%
Engineering	41	10	24%
Recruitment	27	13	48%
Construction	59	9	15%
Marketing	31	14	45%

Creative Industries	27	16	59%
Professional Services	62	16	26%
Food & Drink	23	9	39%
Others (19 sectors)	308	104	34%

- 2.2 In addition to the grants administered to businesses through the business rates formulae, two local authority discretionary funds were administered by the Economic Development Service. Following the guidance agreed by Members on the priorities for our borough, both the LADF and the ARG payments were administered and required high levels of liaison with businesses and verification by officers to ensure the funds were going to the correct businesses who were entitled to the support and evidence gathering and checking.
- 2.3 Subsequently, there was also a need to deal with the high levels of rejected applicants, complaints. This was extremely time consuming for most of the team over a six month period, little else was able to be delivered during this time, however it was essential to get the support out to enable as many businesses as possible to survive throughout the lockdown periods until they were able to get back to a more normal operation.
- 2.4 Lockdowns allowed additional management time to be spent to carry out an in-depth review of tenant compliance and Health & Safety at both business centres met the standards required. Much time has been spent with our own H&S team, Legal department, Building Control officers and external contractors to ensure standards are met and new Contracts and agreements are now in place, including working with our tenants to understand their obligations in all areas. The MBC is now at full compliance and improved management and maintenance systems have been put in place. Data collection and business services have also been overhauled and improved and new officers have been recruited.
- 2.5 The business centres remained fully staffed and open throughout the pandemic. Maylands Business Centre celebrated its 10th anniversary this year in July. Since opening, 165 businesses have used the facility during that time. The extension (additional 5 light industrial units) completed in 2017 also remains fully occupied. The scheme has now returned a more normal operation. Demand has now returned and the MBC is again full, for both offices and units with robust waiting lists in place. Despite many movements throughout the pandemic (with some businesses having to return to home bases) the centres are now operating at capacity.
- 2.6 To ensure the MBC keeps adapting to modern business requirements, there has also been development of the 'flexidesx' - drop down facility available to all businesses and refurbishing an area that was previously poorer quality office provision. The supporting high quality vending offer now also means that there is an opportunity for people to be able to meet over refreshments and has returned the lively heart to the centre where tenants and other businesses can work together.

- 2.7 There was an urgent focus for the officers on supporting the retail sector in responding to lockdown. The Council was successful securing two funds (RHSS and WBF) which have been used to help high streets and town centre businesses survive lockdowns and support their reopening.
- 2.8 The RHSS fund focused on safely reopening the shops and included the development of the Loyal Free App to promote a range of retail offers and information to the public. The project work also includes offering training to small retailers and the production of videos to promote the retail areas. Attached at Annex C is the end of programme report for the RHSS project.
- 2.9 The second tranche of funding (WBF) has been more widely used for promotion and increasing footfall to town centres and high streets and will include supporting events and promotions, notably enhancing the Christmas lights this year. Some funding for the WBF is yet to be allocated as the project runs until March 2022. Extensive work also continues with the BID for the Town Centre.

2.10 Business as Usual - Ongoing engagement and Care and Retention

- 2.10.1 Face to face business visits were impossible during lockdown however, virtual meetings and telephone conversations were held particularly with the sectors who were struggling the most. Visits started again as soon as we were able to including some hospitality venues. Since April this year, 36 face to face business support meetings and 9 video meetings were held to try and protect and retain local businesses and employment to local residents.
- 2.10.2 Referrals to other partners have also grown during this time. There is a higher than normal level of funding available for businesses wishing to access support through the Herts Growth Hub, Herts Chamber of Commerce or other county based support packages.
- 2.10.3 Ongoing communication has been essential throughout the pandemic period to ensure that businesses are able to be aware of support and funding available to them. The regular electronic Business Update also gives good news stories and case studies and keeps businesses aware of other activities of interest. The update continues to be sent regularly to around 4000 email contacts.
- 2.10.4 The service is also responsible for the delivery of the Halloween and Christmas Events. This year, due to ongoing COVID restrictions, the Halloween event was cancelled and replaced by an Old Town window display competition promoted through the Loyal Free App and the Christmas event has been spread over more than one weekend avoiding the drawing of a large crowd in one part of town to a switch on event.

2.10.5 There will be a “festival of lights” which will begin on the weekend of the 20th November 2021 including the lights being switched on and which will continue over the following weekends in an effort to draw footfall over a more spread out timeframe. Provision and installation of the Christmas lights for HHTC, Old Town and Tring and allocating of funding to Berkhamsted is also coordinated by the service. Additionally, the two Christmas trees in the town centre and Old Town are arranged annually through this service. This year, the service is using some of the WBF to enhance the Christmas lights offer for the town centre and other areas, however this will be a one-off due to the nature of the additional funding availability.

3. Economic Recovery

- 3.1 The Dacorum Economic Recovery Board was launched in March 2021 with many high level partners across all sectors that work to support and develop the economy, employment and skills, and some local businesses. The Board includes Herts LEP, West Herts College and the Hertfordshire Chamber of Commerce and Industry.
- 3.2 An economic dashboard was developed and data gathered to ensure the recovery was focused in evidence of need or where partners identified issues that need addressing. The dashboard is available to anyone online and can be accessed on the DBC website here: [Dashboard](#).
- 3.3 The Recovery plan that has subsequently been agreed in partnership with all stakeholders and approved by Cabinet in October contains six priority streams of work (shown below) and the group has identified issues and plans to address these. The partners are currently in the process of developing targeted action plans for delivery from 1st Jan across all areas. This work additionally feeds in to the Corporate Recovery Plan.

- a. Ensuring a current and future workforce has the skills and opportunity to take advantage of new high skills technology employment.
- b. Engaging with and supporting businesses and develop social enterprises' capacity to facilitate growth, investment and ensure longer term strategic plans meet the needs of the businesses.
- c. Supporting the growth of the existing Information, Science, Technology and Professional Services clusters and developing the growing Enviro Tech sector, linking closely with Herts IQ and Hemel Garden Community.
- d. Identifying Dacorum's USP and develop the engagement with inward investors, regional and national partners to promote the opportunities in the district and lobby for funding and investment.
- e. Repurposing Hemel Hempstead town centre and introduce new work spaces and employment opportunities.

f. Developing the International Dacorum brand, promoting export and developing international partnership links.

Members can see the full version of the recovery plan is Annex A, and the Current Economic Profile of Dacorum at Annex B to this report.

4. **Developing the Service further for delivery during 2020-2022**

- 4.1 The Economic Development Service gives **ongoing economic input** to development planning for commercial applications and the Local Plan. This ensures that future needs are met to achieve balanced growth in the borough and ensure the requirement for employment land to deliver jobs for the future is incorporated into long term planning.
- 4.2 The **Creative and filming sector** has experienced large growth in the last 6-9 months in Hertfordshire and locally. Both in location filming locally and wider studio development, this is a key growth sector for Hertfordshire.
- 4.3 The Council has a great opportunity make the most of the opportunities presented from this area. We now have a corporate filming officer who will try and maximise the economic benefits for the borough and make local location filming go smoothly as possible. This sector will also bring with it opportunities for businesses and a high level of skills requirement that must be met for the future to secure the continued growth of the sector in this area. Recently, the planning application proposals for further studio development at Bovingdon Airfield were approved by the Council. Work by the team continues in these areas.
- 4.4 Work has begun on the development of a **Delivering Social Value from Planning** tool that can help the borough develop a means of extracting social value for training and skills from the planning on major sites through S106.
- 4.5 A draft SPD has been prepared and will go through the necessary procedures over the coming months, and will be the subject of a separate report to this Committee. A pilot project will be delivered on an application in the near future to see how this work can be shaped in practice to bring the benefits to the borough. An example of this could be a commercial development of filming studios; the developer would commit to enabling development of skills in this sector such as traineeships, apprenticeships, work placements etc.
- 4.6 This work will also feed in to a Hertfordshire-wide project to deliver Community Wealth Building funded through the Community Renewal Fund and Dacorum will be using the social value pilot to gauge success and then to endeavour to roll out the scheme to other Hertfordshire authorities.

- 4.7 The Economic Development team also contributed to the **Town Centre Strategy work**, both through input into the early stages of the HHTC Strategy project and as part of the Economic Recovery plan where this is one of the priority areas. One aim of this work is to bring a higher number of employment opportunities into the Town Centre, which will help to increase footfall during the week and help to sustain the vibrant town centre.
- 4.8 To support the aspirations and work alongside both the Hemel Place Strategy and the Hemel Garden Communities, it will be beneficial to consider further the potential and **future uses for the Maylands area**. This needs to include looking a densification of the area to provide further available employment space as buildings come towards the end of their life and potentially the further consideration for parking provision set against encouragement for more sustainable travel. This issue has been the subject of initial conversations with Herts LEP, not least given the strong relation of the main Maylands Business Park to Herts IQ (Hertfordshire's Enterprise Zone) meaning that upwards of 30,000 people may be working in that area in the future.
- 4.9 Working in partnership with our education and skills providers, there is a need to develop further the coordination and delivery of the likely **future skills needs**, and the changes post pandemic in demands for skills locally and how the provision for this can reach all those who need it. This work will begin through delivery of the Recovery Plan (theme 1) however it needs to widen out to ensure that all residents are able to maximise the opportunities from the economic changes in the local area. The service will be including the provision of a half-time post from April 2022 to help to develop this area further and must be achieved by working with our key partners.

5. Maintaining and Enhancing Key partnerships

- 5.1 The team ensure that all key partnerships have council representation and input into their work wherever possible. Two important partnerships this year have been the HHTC BID and the HH Business Ambassadors.
- 5.2 The Hemel Hempstead **Town Centre BID** is our key town centre partnership. The Assistant Director is currently a Director on the Board. The GM has been on the BID Action Group working closely with the partners and businesses to stage series of events, open safely and restore footfall across HHTC. It is essential that this partnership works together to bring forward the Town Centre Strategy work in a joined up way.
- 5.3 **Hemel Hempstead Business Ambassadors (HHBA)** The council has continued to sit on the Board of the HHBA and this enables it to feed in to the partnership and the businesses the future growth plans for the borough that will have an impact on the economy and local businesses. It is vital that business feels it has the ability to have dialogue with the council through this partnership and can also have opportunities to have a say on some of the longer term plans for the area. This can enable business to consider longer term strategic decisions and also foster future investment to the borough.

6. Securing Inward Investment into Dacorum

- 6.1 It is essential that the Economic Development service continues to respond positively to all investment enquiries. Attracting investment can bring job security and increase employment opportunities locally to benefit our residents. The service continues to work with Herts IQ to help shape the future of this employment land through the HGC work.
- 6.2 Investment can come from a range of areas including a business looking to relocate or seek alternative premises but can also include consolidation of premises or enlargement of their current premises.
- 6.3 It will also continue to work with Herts LEP to ensure that Foreign Direct Investment into the area is supported as it locates into the area. It is essential that a proactive approach is taken to make sure that the business feels valued in the area or welcomed and supported throughout the processes. It must be remembered that business always has a choice to go elsewhere.
- 6.4 Some recent example of successes for investment into the borough include:
- GAMA Health Care – 120 jobs at the Maylands Building (from Watford)
 - Prologis purchased further land at the Maylands Gateway and will increase its footprint in the area. DBC continue to work with them to secure a good investors on this key site that sits at the entrance to Hemel Hempstead, opposite Breakspear Park.
 - One Stop Doctors on Boundary Way invested recently in a new operating facility opened for day surgery
 - FFEI has changed ownership this year bringing in further investment and protecting jobs
 - Prologis Park at Maylands has attracted several large new businesses securing lettings on their new build site and delivering new road infrastructure into the Maylands Gateway
 - CAE Technology have recently moved their HQ function from Watford to Maylands
 - Spring Park (medium size industrial units) in Maylands Avenue became available just before the pandemic however it is now fully let
 - Numerous new businesses to the MBC and KBC who have just begun their journey and others who have now moved on such as Keeto Life growing from 4 Employees when moving in to 35 employees when moving out this month to an alternative site in Dacorum (including some casual posts).

7. Summary

- 7.1 Business has come through a really difficult time and some businesses continue to adapt and make plans to continue to help them get through this period. The business base has actually grown in Dacorum (by 35 businesses or 0.4% - see table below) which is positive at this difficult time. There is considerable growth opportunities in some areas such as filming

and creative and substantial changes in other areas such as retail. The Hospitality sector is struggling to meet their recruitment needs currently, but some in this sector are looking at wider diversification to capture the new emerging local customer base and staycations. The service must continue to keep a watching brief on the local economy responding where possible to ensure that Dacorum continues to be a great place to do business and provides a range of employment opportunities for the borough.

UK Business Counts - enterprises by industry and employment size band DACORUM

ONS Crown Copyright Reserved [from Nomis on 14 October 2021] local authorities: district / unitary (as of April 2021)

Legal Status	2020	2021	Change from 2020	% change
Total	8,105	8,140	35	0.4%
Private sector total	8,085	8,115	30	0.4%
Company (including building society)	6,560	6,600	40	0.6%
Sole proprietor	1,020	1,030	10	1.0%
Partnership	315	300	-15	-4.8%
Non-profit body or mutual association	185	190	5	2.7%

All figures are rounded to avoid disclosure. Values may be rounded down to zero and so all zeros are not necessarily true zeros. Totals across tables may differ by minor amounts due to the disclosure methods used. Furthermore, figures may differ by small amounts from those published in ONS outputs due to the application of a different rounding methodology.

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision

Economic Development Service

Description of what is being impact assessed

What are the aims of the service, proposal, project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?

Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc

It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact

To deliver services that will help to maintain the vibrancy of the economy , including the Town Centres and High Streets. To protect and increase the number of jobs in the borough and enable growth and attract investment. To engage with the business community and ensure that a two way dialogue can happen effectively with the views from the business community being valued. To manage the Business incubation centres to support business transition into commercial premises and to ensure that all residents can have the best chance to access employment opportunities through provision of the right skills and training opportunities. To Deliver the Economic Recovery Plan to enable the economy to move forward from the pandemic and maximise the opportunities going forward.

Evidence

What data/information have you used to assess how this policy/service/decision might impact on protected groups?

(include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.

To maintain contact databases and records of all interactions with businesses

Dacorum Economic Dashboard

Dacorum Recovery Plan

Dacorum Economic Profile report

Who have you consulted with to assess possible impact on protected groups? *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Dacorum Economic Recovery Board – which includes partners from across the range of organisations working with businesses and to support economic growth and skills provision

Hemel Hempstead Ambassadors

Hemel Hempstead Business Improvement District and other partnerships for the areas of Tring Berkhamsted and the Old Town

Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, **before** you have implemented any mitigation.

- The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.
- Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).

Summary of impact		Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Protected group	<i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/ public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>			
Age	All groups are able to access the services through direct contact or through working with our partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability (physical, intellectual, mental) <i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i>	All groups are able to access the services through direct contact or through working with our partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	All groups are able to access the services through direct contact or through working with our partners	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Race and ethnicity	All groups are able to access the services through direct contact or through working with our partners	□	⊗	□
Religion or belief	All groups are able to access the services through direct contact or through working with our partners	□	⊗	□
Sex	All groups are able to access the services through direct contact or through working with our partners	□	⊗	□
Sexual orientation	All groups are able to access the services through direct contact or through working with our partners	□	⊗	□
Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.	All groups are able to access the services through direct contact or through working with our partners	□	⊗	□

Negative impacts / outcomes action plan

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete
None that the service is aware of	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>
	Select date		<input type="checkbox"/>

If negative impacts / outcomes remain, please provide an explanation below.

Completed by (all involved in CIA)

Chris Taylor

Date

10 November 2021

Signed off by *(AD from different Directorate if being presented to CMT / Cabinet)*

Date

Entered onto CIA database - date

To be reviewed by (officer name)

Review date



DACORUM ECONOMIC RECOVERY PLAN

Sep 2021

2. INTRODUCTION

Dacorum is the largest district in Hertfordshire by number of jobs, with a working population of 83,400 (employees and self-employed). Before the pandemic, it had a participation rate of 85.2% and has a healthy mix of industries and sectors that continue to create a diverse and vibrant business environment. There is a very high proportion (over 90%) that have less than 10 employees.

The area is well connected to London, the rest of the country and internationally. The west coast mainline means London Euston is only half an hour away, and road junctions on the M1 and M25 a short drive away, location is one of Dacorum's main economic strengths.



Maylands Business Park is a key employment areas for both the borough and the county. The aspiration for Maylands is its continued development , encouraging a high standard of design and construction to ensure an attractive work place.

Dacorum is well placed to become the future economic driver for Hertfordshire and a substantial contributor the UK economy. The borough can present three key opportunities which will drive the future economic success forward:

- **The Herts Innovation Quarter (HIQ)** Enterprise Zone has 3 million sq. feet of new commercial space available, with strong links to research and development facilities and focused on attracting knowledge based highly skilled jobs to Dacorum.
- **Hemel Garden Communities (HGC)** is an ambitious development programme that will transform Hemel Hempstead and create attractive and sustainable neighbourhoods and communities through the delivery of more than 11,000 new homes and 10,000 new jobs by 2050.
- **Hemel Hempstead town centre** is planned for repurposing and reinventing with the long term aspiration to transform Hemel Hempstead from a mark one new town into a 21st century mark two new town. The event of the pandemic has speed up the need for repurposing and redeveloping the town centre to ensure not only ensure its future survival but also taking advantage of its position close to London and to the two major developments of HIQ and HGC.

However, there are challenges for the continued success of the local economy and the opportunity to drive forward Dacorum's ambition as key contributor to economic growth and wellbeing. These include the experience of the pandemic, the ongoing implementation of Brexit, and continued automation in workplaces. On the basis of current evidence and statistics from the Dacorum Economic Dashboard and other sources, the Dacorum Economic Recovery Board has identified the

priorities (as set out above) to ensure Dacorum reduces the effect of current challenges and ensures the continued developments of its strengths and future opportunities.

3. CURRENT BASELINE EVIDENCE

A successful economy with prospects for economic growth

Dacorum is a successful and growing economy with residents earning above UK average and above those of comparative areas. It has a dynamic and strong business base with several large sectors with a high and growing concentration of active businesses:

- Information and communication (LQ¹ = 3.1 and growth since 2016 is 2.8%);
- Professional/ scientific and technical services (LQ is 2.4 and 4.6% growth)
- Construction (LQ is 2.4 and 20% growth)

In particular there has been high employment growth since 2015 in

- Professional/ scientific and technical services (33%)
- Logistics (25%)

Dacorum has innovative, high-growth, exporting activity with nearly 100 companies in Dacorum exporting high tech goods, providing an excellent platform for further international trade and promoting the district's innovative capacity internationally. Some of the high-tech and innovative companies in the district are:

- **Eltec Power** - a world leader in high-efficiency power electronics and energy conversion
- **Goodrich Aerospace** – providing life support systems to space stations
- **Henkel** - operates worldwide with leading innovations, brands and technologies in three business areas: Adhesive Technologies, Beauty Care and Laundry
- **HUEL** – food supplements and dietary shakes
- **FFEI** - a leading integrator and manufacturer of industrial digital inkjet systems and digital life science technology.
- **Imagine Tech** - provides high quality Web Based Software Solutions to all type of businesses
- **Consort Medical** - healthcare company, focused on added value medical technologies

These companies provide an excellent base for attracting similar tech companies and suppliers, forming a cluster of innovation and technology. It is also a key selling point for the district to be used in inward investment activities.

The emergence of new and future sectors, such as Enviro Tech and Modern Methods of Construction presents a real opportunity to continue driving the economic growth forward. This must be linked with Hemel Garden Communities and Herts IQ to provide a platform for future high value employment growth.

¹ **Location quotient** is a measure of concentration of a particular sector/industry. If a particular industry has an LQ of more than 1.0, it means that industry has a high concentration in that region/area compared to Great Britain as a whole.

... But a vulnerable economy with unstable GVA² growth and sluggish new business growth

Although Dacorum has some excellent success stories, there are weak areas and persistent challenges. Sectors such as Information and Communication and Professional services, which should add high value, have weak economic growth in Dacorum. The sluggish productivity growth is reflected in the lower workplace income in 2020 (£30,666) compared to average Hertfordshire (£32,541)³. To compare, Watford, with substantially higher productivity, has a higher workplace income (£33,662). The link between higher productivity and workplace earnings is clear and shows the existence of a larger proportion of higher paid and skilled employment in Watford? In Dacorum, this is reflected in the lower-than-Hertfordshire average of residents with NVQ4 (41% and 45% respectively) and higher than Hertfordshire average in residents with only NVQ2 (21% and 19 % respectively)⁴, resulting in a slow productivity growth and lower salaries

The slow GVA growth in these sectors could indicate a reluctance to embrace new technologies and to innovate, instead relying on traditional work practises. In order to drive up salaries and skill demand, all sectors need to be encouraged to restructure their operations and to take on new technologies. This is also crucial to enable them to compete in the longer term in the face of competition from more productive national and international companies.

In addition, new business growth since 2020 has been sluggish despite strong growth until then. Businesses incorporated since Jan 2020 make up approximately 13% of current active businesses in Dacorum compared to 20% in the UK. In particular the growth of micro businesses (10 or less employees) are reducing and reclining at -1.8%. This is concerning as 92% of all businesses in Dacorum are micro businesses⁵.

Compared to UK average, Dacorum has an oversupply of retail jobs and jobs in elementary sectors which are vulnerable to automation and have been affected by the pandemic. Due to a shift towards online sales, Hemel town centre is expected to lose 31% or 1,401 retail jobs. In addition to this, there is a sharp decline in manufacturing employment, with a reduction of 22% from 2015 to 2019. The introduction of automation and new processes has reduced the need for lower skilled employment affecting the 21% of residents lacking skills above NVQ2.

Dacorum is an affluent community with a high skilled workforce

Dacorum has all the features to attract inward investors and new residents with low overall deprivation with only 6% of Dacorum sits within the top two deciles for multiple deprivation nationally. Dacorum is an affluent area with high levels of average resident earnings in 2020 of £35,134 compared to UK £32,007. However it is worth noting it is below Hertfordshire average earnings of £36,346. As a comparison, other new towns such as Harlow (Essex border) shows less affluence with an average resident income of £25,827, evidencing the success of Hemel Hempstead's ability as a New Town to retain economic success.

² Gross Value Added is the total value from sales which is an income to a business. The higher value goods produced, the higher GVA.

³ Skills and Labour Market Review Hertfordshire, 2020

⁴ Dacorum Economic Dashboard, 2021

⁵ Dacorum Economic Dashboard, 2021

Residents in Dacorum have an excellent standard of living with a quarter of the borough within the least deprived decile of England and annual household income after housing costs £4,000 more than England.

There is a large local workforce with a growing overall population across all age groups, ensuring the accessibility to companies a large number of economically active local workforce.

In relation to skills, 41% of Dacorum residents are qualified to NVQ 4 or above. This is higher than national averages. This means Dacorum can supply a highly skilled workforce to employers, adding to the attraction as a location for business. Relatively low unemployment in the borough has also led to many employees commuting from outside, drawing from the London, Luton and Watford labour pool.

Dacorum residents are well adapted to home working with 27.4%⁶ of Dacorum residents working from home and able to take advantage of post pandemic “new normal”. This presents an excellent opportunity in a future where attitudes towards working and living full time in the capital are changing. It also presents an opportunity to attract large City companies to locate regional hubs in Dacorum to service their workforce.

...but pockets of deprivation and low work place salaries within vulnerable sectors

There are pockets of deprivation in and around Hemel Hempstead town centre, particularly in relation to crime and barriers to housing and services⁷. There are marked differences between Tring, Berkhamsted, and Hemel Hempstead and a lower-than-Hertfordshire-average income. High house prices and lack of affordable housing especially in Hemel Hempstead is a particular barrier to increased economic wellbeing with a stark difference between household income before and after housing costs.

Another clear indicator to the reduction in resident’s economic wellbeing are the workplace earnings at an average of £30,666 in 2020 and lower than Hertfordshire average (£32,541)⁸. This shows the inability of Dacorum’s residents to access the high skilled and paid jobs in the Borough and the lack of access and career paths. With many resident’s employed within low paid sectors affected by the pandemic and future automation, the prospect of improving their access to opportunity to increase their economic wellbeing is drastically reduced without intervention.

As a result of the large prevalence of sectors affected by the Pandemic, Dacorum has a high number of workers on furlough, 124 per 1,000 compared to England 111 per 100,000. The effect of furlough is still uncertain until later in 2021, however it presents a threat and may lead to higher unemployment and current inequalities can be exacerbated in the longer term of the pandemic.

⁶ The Future of Towns and Cities Post Covid, KPMG 2021

⁷ Dacorum Economic Dashboard, 2021

⁸ Dacorum Economic Dashboard, 2021

Dealing with the effects of the Pandemic on town centres

The event of the Pandemic has sped up some of the inevitable developments such as an increase in online shopping and increased home working. Town centres in particular have felt the effects and there is an urgent need to review and repurpose the borough's town centres. Hemel town centre is particularly weak and even before the pandemic, had the hallmark of a New Town needing investment and reimagining to ensure future sustainability. The KPMG report Future of Towns and Cities Post Covid, identifies Hemel Hempstead town centre as one of the most vulnerable towns in England, to the effects of COVID and with the most obstacles to recovery.

Town centres must move from being focussed on retail to offer a much broader offer including employment space, and cultural/leisure activities in order to survive in the long term. The existence of employment space has been drastically reduced over the last 5 years due to permitted development. The volume of new commercial leases in the town centres has fallen and in Q1 2021 is lower than both previous years, resulting in a poor town centre offering with a lack of cultural, leisure and workspaces to drive footfall and recovery of the High Streets.

“Supply of employment space is at critically low levels: growing demand and the loss of existing premises has resulted in a shortage of employment space in South West Hertfordshire. The availability of space is now at critically low levels in several key locations (e.g. industrial space in Dacorum). This could place a significant constraint on growth, particularly in those office-based sectors key to increasing productivity.

Changes to permitted development rights have contributed to the loss of offices. Vacancy rates are now so low that any further losses are likely to result in the displacement of jobs and businesses. Therefore, the South West Hertfordshire authorities should resist pressure for further changes of use in key employment areas and explore the potential for Article 4 directions in the most at-risk locations.

The Dacorum Employment Land Availability Assessment states that office floor space has fallen in the Borough's town centres and that there was no justification for any further losses. Indeed, the concern is that further losses in Hemel Hempstead town centre will force some local businesses to relocate out of the town.”

Dacorum Local Plan; Economic Topic Paper chapter 3

The higher proportion of residents working from home, combined with a lack of employment space in the district's town centre is a considerable threat to the future growth of Hemel town centre as it contributes towards the reduction of footfall and highlights the need to repurpose the town centre offer to enable a recovery.

“The economic success of a city is determined by its ability to attract exporting⁹ businesses. Since they export, they can inject money into the local economy. Among exporting businesses, it is high-skilled exporters, such as engineers and financial services businesses that bring the most wealth to a local economy.”

What's in Store, Centre for Cities, 2019

⁹ Exporting businesses are those businesses who sell to many markets and can be located anywhere. Usually highly skilled/paid jobs. In contrast are local businesses who service the local market such as retail and hospitality with often low skilled/paid jobs

Hemel town centre has an opportunity to play a key role in the recovery of the economy by offering new and flexible workspaces, servicing new business start-ups and residents wanting to work locally. The focus on attracting knowledge-based companies into the town centre, will provide opportunities to increase the amount of high skilled employment and money spent in town centre retail and service establishments. Nearly 30% of residents in Dacorum are expected to continue working from home, affecting the footfall in the town centre. This fact, together with a very weak leisure and cultural offering attracting footfall, will make the recovery for the town centre challenging without intervention and an interruption of the market.

“Remodel city and town centres away from a reliance on retail. Alongside other policies to attract more high-skilled jobs, cities should adapt their high streets to better suit customer preferences. This means providing offices for new jobs and reshaping the high street away from retail and leisure”

What’s in Store, Centre for Cities, 2019

With great connectivity to London and the opportunity to attract City companies to locate regional hubs in Dacorum, Hemel is well placed to repurpose the town centre to provide a different mix of employment opportunities. This will be a compliment to retail and leisure employment and provide a better mix of jobs.

The importance of attracting a better mix of employment, including exporting and knowledge based jobs for the future economic wellbeing of residents in Dacorum is clear. Hemel Hempstead has an oversupply of retail jobs, compared to UK average¹⁰. Due to a shift in shopping patterns the town is expected to lose 31% or 1,401 retail jobs over the next few years. The introduction of “new” jobs into the town centre will ensure local residents have an opportunity to grow their economic wellbeing.

4. ENSURING ACCESS TO OPPORTUNITIES

Creating new highly skilled employment, and encouraging businesses to adapt to new technologies and access new customers and markets, requires an inclusive approach. The aim of the Economic Recovery Board is to coordinate provision and support to create accessible pathways for both residents and businesses. Ensuring equitable access to development opportunities is a priority.

Residents

Reaching the residents who are the furthest away from the labour market is crucial in order to create an inclusive economy. This include long-term unemployed, those in low-skilled employment, on short-term contracts, and young people trying to enter a competitive labour market. Creating accessible career pathways is a priority for the Economic Recovery Board. Some of the solutions are:

- Coordinate the skills provision and offer and joining up providers
- Inform residents of career pathways to improved employment
- Establish a physical facility in Hemel town centre such as a Careers Hub
- Working with employers to make sure skills provision meets their needs

Businesses

¹⁰ The Future of Towns and Cities post COVID, KPMG Jan 2021

Local businesses have an opportunity to access new customers and markets, through the growth of the economy, especially the development of Hemel Garden Community and Herts IQ. Ensuring their readiness to tender will be through raising awareness and connectivity, adopting new technologies, and upskilling their staff. There is a plethora of support available to businesses in a sometimes confusing landscape of providers. The Growth Hub provides a coordinated offer across Hertfordshire, however there is a need to tailor the support to Dacorum businesses and ensure a focussed delivery. The Maylands Business Centre provides the key focus for business support in Dacorum including flexible workspace and start up units. The focus will be to reinvigorate the engagement with businesses to ensure business support is effective and coordinated. This includes:

- Open up opportunities for new enterprise formation such as social enterprise,
- Access to new business from key projects such as Hemel Garden Communities development,
- Access to innovation support to increase competitiveness
- Access to international markets

5. APPROACH AND NEXT STEPS

The Recovery Board has been working on developing each of the six themes (see Background) into Logic Chains, setting out Outcomes, Outputs and Activities. Each theme has a formed a task and finish group who are responsible for developing detailed delivery plans and taking the delivery forward and report progress to the Board.

There a recognition that the themes and delivery plans are flexible and will be reviewed on a regular basis to take into account any external influences.

The six Logic Chains are detailed below.

Theme 1 – Skills and Employment

Ensuring a current and future workforce has the skills and opportunity to take advantage of new high skills technology employment.

Issue

21% of Dacorum’s residents only have the most basic qualifications (NVQ) and will have a challenge in accessing employment opportunities in the growing high technology sectors. In addition to this, there will be a substantial requirement for retraining due to jobs lost during the pandemic and in the next 10 years, due to automation. As an example approximately 1,401 retail jobs will be lost due to expansion of on line retail.

INPUT

Led by West Hertfordshire College

Input and support from:

DBC	Pendley Manor
DWP	Herts CC

ACTIVITIES

- Establish a physical presence of a Careers Hub within Hemel Town Centre to offer support to all residents 16+. Investigate the potential to co locate the Youth Hub working in partnership with West Herts College
- Establish the Skillmakers initiative, underpinned by an agreed Good Employer Charter, which includes paying the Living Wage and offering skills development opportunities. Promoting the sign up of the charter through the Business Ambassadors and other employer networks.
- Engage with the National Career service offer and the Herts Opportunity Portal promoting careers paths within sectors and using career guidance to enable moving between sectors using transferable skills.
- Scope the available skills and employment support and establish a local Provider Network. This will enable joint working and referrals across providers in order to offer a coordinated offer to residents.
- Develop an Employer Engagement Plan (link this with the Business Growth proposed Employer Engagement Plan and the Herts Local Skills Improvement Plan) aimed at using employers as consultees when developing the skills offer.
- Create Social Value from development and developer’s Employment and Skills Plans. Develop a process to attract skills and employment opportunities from large developments and procurement.
- Track destinations from FE and HE to identify student’s successes and challenges when taking up employment after study.
- Working with Crown Estates, Herts IQ, and other major projects, to investigate skills gaps and to identify opportunities to address them across existing and new provision.
- Particularly target young people not in education or employment (NEETS) to ensure access to Traineeships and Apprenticeships

OUTPUTS

- Increased number of residents with level 2 qualifications progressing to, and achieving, level 3 or above qualifications over the next 5 years
- Increased number of apprenticeships by 20% compared to pre-pandemic levels and across key employment sectors (targeting skills shortages within the Borough of Dacorum)
- Increased take up of work-based Academies across key employment sectors and reduce the number of 'hard to fill' job vacancies across the Borough
- Maximising funding opportunities to enhance the existing skills provision in priority areas (Digital, Science, Modern Methods of Construction).

OUTCOMES

1. Dacorum has a flexible and highly skilled workforce to enable future economic growth and economic wellbeing of its residents.
2. All residents have access to and knowledge of a coordinated skills offer and available career paths to enable them to take advantage of future jobs.

Theme 2 – Business Growth

Engaging with and supporting businesses and develop social enterprises’/community interest company capacity to facilitate growth, investment and ensure longer term strategic plans meet the needs of the businesses.

Issue

New business growth since 2020 has been sluggish with businesses incorporated since Jan 2020 make up approximately 13% of current active businesses in Dacorum compared to 20% in the UK.

In addition to this manufacturing employment in sharp decline, with a reduction of 22% between 2015-19). There is a clear need to assist companies to diversify and encourage longer term planning to survive. Also to support the growth of social enterprises as a way of engaging with communities and build their entrepreneurial capacity.

INPUT

Led by DBC

Supported by: Herts LEP, Chamber of Commerce, Social Enterprise, Private Sector, Hertfordshire University

ACTIVITIES

- Produce and promote the package of support through the Council’s Economic Development Service.
- Work with the Herts Growth Hub to encourage referrals, through joint activities such as GH surgeries at Maylands and Networking events..
- Set up a Social Enterprise Network to encourage and support existing and budding social enterprises. A standalone peer network with DBC involved as a point of contact.
- Develop a Business Engagement Plan and process, aimed at gathering further evidence of business needs to feed into and inform the Council of issues and barriers to growth and identify opportunities.
- Form a borough wide Business Support Network, including all providers of business support, meeting regularly to feed back issues and opportunities. (Could morph into the Task and Finish group)
- Organise a “Buy Local” network to develop supply chains, and other business networking events, enabling local companies to network, find new customers and access information regarding council support and plans.
- Deliver the annual Dacorum’s Den to give businesses the opportunity to gain financial support.
- Manage the Maylands Business Centre and offering units and offices at a reduced rate to allow business start-ups to thrive and grow in a supported environment. Also including offering a flexible workspace to micro businesses and start-ups, creating a supported working environment where start-up businesses can build relationships with other businesses.
- In partnership with Herts Growth Hub, providing a one stop shop contact point for local businesses to provide information of funding, connect businesses on a local level to assist with staff and supplies and assist businesses with their transactions and interactions with the local council.
- Liaison with the Hemel Town Centre task and finish group to develop flexible and affordable work spaces for start-ups and micro businesses.

OUTPUTS

- Increase number of business referrals to the Herts Growth Hub and improve two-way communication and follow up activities.
- Increase business start-ups from 11% to 13% over 5 years and 1,100 business starts per year.
- 250 number of business supported/engaged yearly by the Council and 500 yearly by the Growth Hub whereof 10% receive intensive support ie 12h+ specialist support..
- Growth Hub penetration of 14% per 1,000 business in Dacorum

OUTCOMES

To ensure access and awareness of Dacorum's businesses to quality business support to enable an increase in business start-up and survival to Hertfordshire level or above.

DRAFT

Theme 3 – Innovation and Growth of high value sectors and jobs

Supporting the growth of the existing Information, Science, Technology and Professional Services clusters and developing the growing Enviro Tech sector, linking closely with Herts IQ and Hemel Garden Community

Issue

There has been unstable GVA growth in Dacorum since 2010 especially in sectors adding high value such as Information and communication and Professional services. On the other hand there is a well-developed cluster within these sectors and they should perform better. There is a clear lack of innovation capability and a reason to ensure the future growth and improved performance of these sectors. The anticipated growth of the Enviro Tech sector in Herts IQ and the opportunity to link this with Hemel Garden Communities, requires a coordinated approach to ensure success. Another clear indicator to the slow GVA growth are the lower than average workplace earnings, showing a lack of innovation growth and high paid/skilled employment.

INPUT

Led by Herts IQ

Supported by: DBC, Herts LEP, University of Hertfordshire

ACTIVITIES

- Review Herts IQ's sector focus with the aim of broadening it to include other high-growth/high value sectors.
- HIQ to work with Rothamsted, BRE and UH to identify collaboration opportunities, for example spin outs from corporates.
- Develop Herts IQ as a test bed for sustainable building methods and digital technology, linking to Hemel Garden Community and other areas of major housing growth.
- Identify and support spin out opportunities from large R&D institutes such as Rothamstead and BRE.
- Develop a Digital Plan to ensure companies can take advantage of current and future technology and enable them to explore commercial opportunities emerging from technologies.
- Commission research to identify solutions to raise the demand for innovation and the related barriers to access support. Solutions could include;
 - Creating an Innovation Network linking in with Business Angels and providing support for Micro/SMEs to access funding and support;
 - Investigating if there is a need/demand for an Accelerator Programme for Micro/SMEs to make them ready for R&D funding;
 - Developing a programme to support commercialisation, taking innovation to production phase
 - Developing a Maker Space and Prototype Development facility

OUTPUTS

Establish a baseline for innovation growth to include:

- The uptake of R&D credits
- The uptake of Knowledge Exchange Partnerships
- Innovate UK funding

OUTCOMES

Increase the level of knowledge intensive employment in Dacorum in order to increase the workplace earnings to support future economic wellbeing.

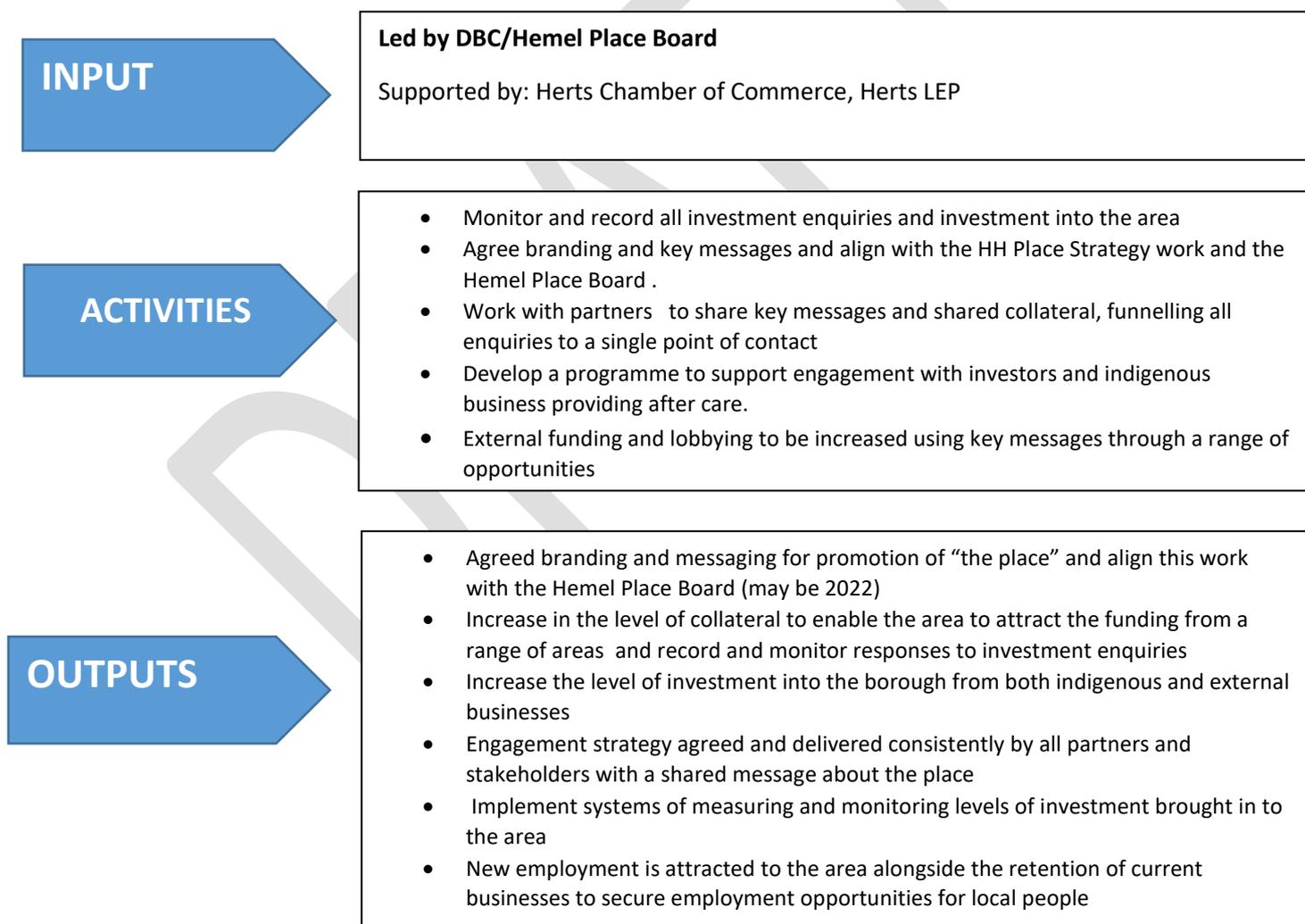
DRAFT

Theme 4 – Branding and Inward Investment

Identifying Dacorum’s USP and develop the engagement with inward investors, regional and national partners to promote the opportunities in the district and lobby for funding and investment.

Issue

Dacorum is ideally placed geographically to maximise business investment into the area post pandemic. It needs to develop a brand that sets out the key messages for attracting investment that is based in “the place” and bought in to by all partners and stakeholders. The brand needs to sell the ambitious renewal agenda and to promote opportunities for investment in both housing and employment with the supporting infrastructure. Once the brand is in place and the Hemel Place Strategy is developed then these key messages can be used to both promote the “place” and lobby for funding to support the delivery of ambitious plans to deliver.



OUTCOMES

- Partners and businesses agree branding and key messages for attracting investment and fulfil an Ambassadorial role promoting the area so that there is one message about the place.
- Increased investment is brought in to the area to deliver key employment opportunities, growth and infrastructure to the borough to enable sustainable balanced growth
- Information is available to enable the district to lobby for funding and investment and an increased level of funding is brought in to the area to support and deliver a clear shared vision

DRAFT

Theme 5 – Town Centre

Repurposing Hemel Hempstead Town Centre (HHTC) and introduce new work spaces and employment opportunities.

Issue

There are pockets of deprivation in and around Hemel Hempstead town which presents a particularly weak and bears the hallmark of a New Town needing investment and reimagining to ensure future sustainability. Volume of new commercial leases in the town centres has fallen resulting in a poor town centre offer with a lack of cultural, leisure and workspaces to drive footfall and recovery of the High Streets. To be successful in the longer term and to take advantage of the 27% of Dacorum residents working from home, the introduction of new and flexible workspaces will be a key component to drive the repurposing of not only Hemel Town centre but also Tring and Berkhamsted.

INPUT

Overseen by: Hemel Place Board
Supported by: Recovery Board Members

ACTIVITIES

- Commission research to identify:
 - Market trends and town centre tenure types
 - Pull factors for businesses to locate in the town centre
 - Identify opportunities/demand from large City companies seeking to setup regional hubs
 - Identify funding opportunities.
- Produce marketing strategy based on the above research, linked to attracting inward investment and developing Dacorum’s USP
 - Identify/secure presence on inward investment platforms
 - Develop an intermediary engagement programme to build relationships with inward investment professionals
- Research successful flexible office projects, produce business case for establishment of “Tech Hub” , linked to proposed Careers Hub.
- Engage with LEP regarding potential of HHTC.
- Scope out digital infrastructure and future capacity in HHTC, linked to Digital Plan.
- Business support activities from WelcomeJoin Jo, Loyal Free.

OUTPUTS

- Deliver the Hemel Place Strategy
- Increase of office space from x (14% in 2017) to x.
- Support inward investors in their work to attract businesses to locate in HHTC.
- Understanding of the market trends, types of unit occupancy and/or ownership, and the key features to attract employers to locate in the town centre.
- Attracting funding (LEP, Gov) to develop HHTC, such as Tech Hub or community facilities.

OUTCOMES

- Interruption of the market to provide more employment space in order to secure the town centre’s future viability and increase footfall to increase economic activity.

Theme 6 – Export and International partnerships

Developing the International Dacorum brand, promoting export and developing international partnership links.

Issue

Dacorum has extensive international links with nearly 100 Dacorum businesses exporting goods across the globe. The excellent location near key transport links such as the M1 and M25, enables easy access across the UK and to the continent. A contributor to business growth is export and although Brexit has provided challenges it also offers opportunities to trade with markets further afield. More companies in Dacorum needs to be made aware of the opportunities and how to access them.

INPUT

Led by Herts Chamber of Commerce

Supported by: DBC

ACTIVITIES

- Collaborate to promote the export support available, through communications such as the Council Business Newsletter, Social Media etc.
- Hold an International Dacorum month in spring 2022 to offer events to link with international markets and training sessions on export.
- Launch the DIT Export Academy series of training sessions.
- Organise 3 sector based events for key sectors i.e. Manufacturing, Science and Professional Services, ICT promoting the opportunity and hosted by a company within the sectors.
- Organise an annual virtual Trade Mission and B2B event with a chosen market.
- Identify and participate in global events such as London Tech Week, representing Dacorum businesses.
- Develop an offer of Dacorum businesses services and products offer and promote to international partnerships and organisations such as in-country missions in Commonwealth Countries and Chambers of Commerce.

OUTPUTS

- Increase the number of companies in Dacorum exporting to over 100 over the next 5 years.
- Increase the number of companies who are part of the Peer Network from 6 to 15 in 2022.
- Engagement annually of 10 Dacorum companies in export training/awareness sessions

OUTCOMES

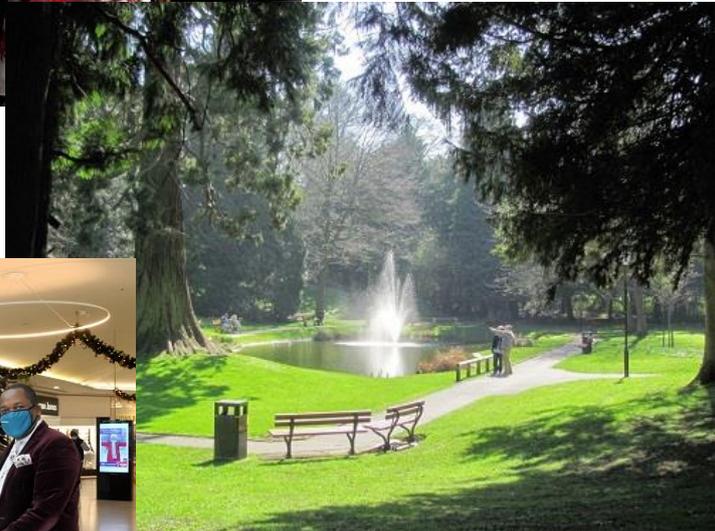
An increase in awareness of the export opportunities by Dacorum companies resulting in an increase in the number of companies exporting and an increase in employment opportunities

Economic Profile of Dacorum



← Mike Penning MP opening flexi-desk at Maylands Business Centre

Tring Memorial Park →



← Financial support for Marlowes Shopping Centre

Gadebridge Park Bridge →



← Filming activity in Dacorum



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About Dacorum

Background

Set in rural west Hertfordshire the Borough of Dacorum covers an area of 210 square kilometres with a population of 155,500 (ONS estimate, 2020). Created in 1974 following a nationwide review of local government, Dacorum borders Bedfordshire and Buckinghamshire, and extends from the outskirts of Watford along the valleys of the Gade and Bulbourne rivers northwards to the picturesque Chiltern Hills and beyond into Aylesbury Vale.

It is an area of great diversity where rich heritage and long history meets modern day living. The three main towns are Hemel Hempstead, a new town, Berkhamsted and Tring. Approximately 41% of the Borough's population live in a parished area, which includes Berkhamsted, Tring, King's Langley, Markyate, Bovington, the Gaddesden, Flamstead, Chipperfield, Aldbury and other villages. Five square kilometres of the Borough is designated as an area of outstanding natural beauty (AONB).

By road the M1, M10 and M25 motorways give Dacorum access to all major motorways linked to London and the rest of the UK. The A41 runs east to west through the Borough and the A5 runs north. Taking Hemel Hempstead (Dacorum) as a centre point, 80% of UK consumers can be reached within a four hour drive time, placing it among the top 25% most accessible local authorities in the country.

Situated along the west coast mainline, local train services from London Euston (half an hour) link Watford with Dacorum and northwards with Milton Keynes, Birmingham, Manchester, Liverpool and Scotland. Dacorum is convenient for four major airports, including Heathrow, Gatwick and Stanstead but more locally London Luton Airport, just half an hour away.

The Borough supports a diverse population with 21% 0-15 year olds and 17% over 65 years of age (Herts Insight, 2019). 62% of residents are working age (16-64). The proportion of residents who belong to ethnic minorities is 14% (2011 census), which is below the 20% for England as a whole. 9.1% of Dacorum residents were born outside the UK (ONS, 2018). To the outside world of Dacorum can be seen as an area of considerable wealth and prosperity but there are pockets of deprivation and income levels vary enormously.



- ◆ Dacorum ranks 220 out of 317 local authority areas for deprivation (income). Although several wards in Dacorum are among the most affluent in England, there are large discrepancies between wards across Dacorum, especially in Hemel Hempstead.
- ◆ Of the approximately 60,000 households in Dacorum around 10,400 are owned by the Council and rented to tenants.
- ◆ Dacorum has a very high level of car ownership compared to the rest of the country.
- ◆ Crime levels in Dacorum are low with 57.9 crimes per 1,000 population compared with 62.4 per 1000 in Hertfordshire, and 75.2 per 1000 across England and Wales.
- ◆ The wards of Hemel Hempstead Town, Highfield, Grove Hill, Adeyfield, Bennets End, and Tring Central, are all severely deprived concerning educational attainment, training, and skills in the resident population.



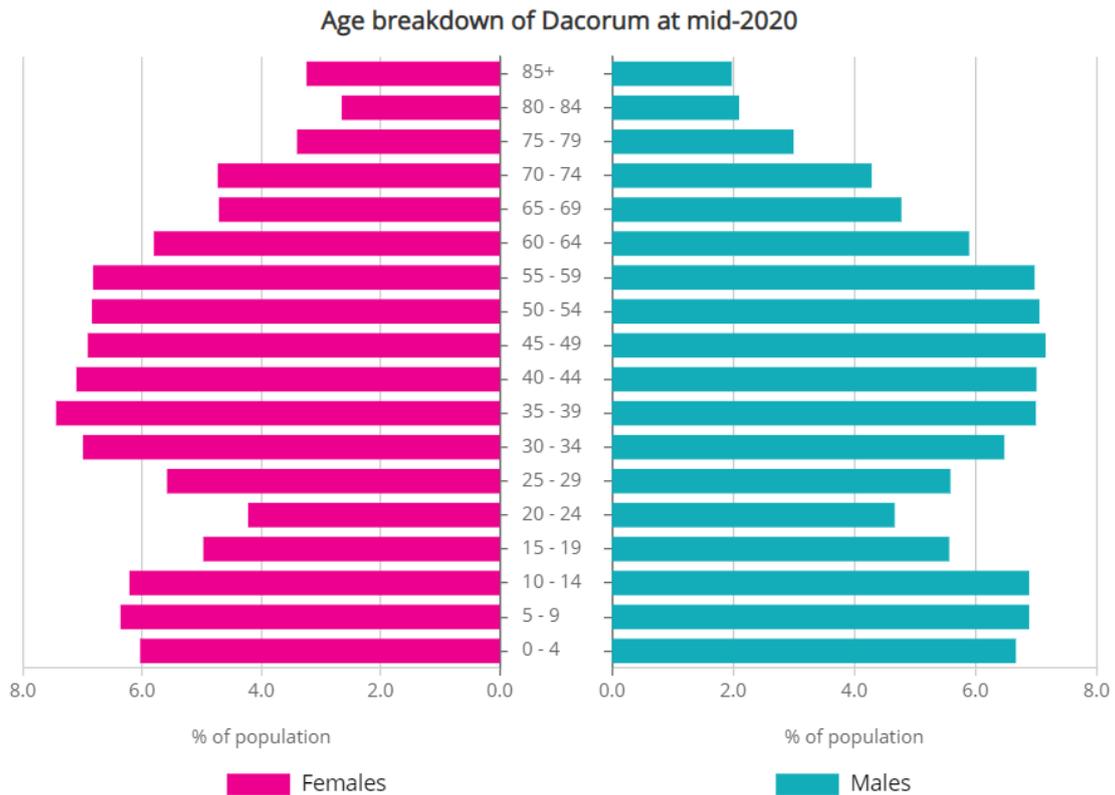
1. KEY FACTS AND ECONOMIC INDICATORS

- Dacorum accounts for the greatest proportion of Hertfordshire's GVA, more than any other district (13.7%). Dacorum GVA grew 34.4% from 2010 to 2018, is set to outperform the county and region, with an average growth rate of 4.3% each year.
- The total number of economically active individuals (16 and over) in employment in Dacorum is 80,100, and those in self-employment account for 14,700.
- The occupational structure of Dacorum is broadly similar to that of Hertfordshire. Managers, professional occupations, technical professions and senior officials occupy 54% of employment positions, with administrative and skilled trades at 17.6%. Leisure/care/other services, sales, and customer service hold 13%. Employment in manufacturing has declined by 22% from 2015 to 2019, whereas jobs in administration and support services have grown 540% in the same period.
- In July 2021, the claimant count in Dacorum was 4.3% of those aged 16 and over. This is just 0.1% higher than the county average, yet 1.2% lower than the England average. These figures are from the final month of COVID-19 restrictions, with significant disruption to the economy, household income, and employment. It is highly likely that these figures will change considerably in the remainder of 2021.
- For a pre-COVID benchmark, in February 2020 the claimant count in Dacorum was 1.9% of those aged 16 and over. This is the same as the county average, yet 1.1% lower than the England average.
- Business in Dacorum accounted for 14% of the Hertfordshire total, in 2001. The number of registered businesses has risen by 28% from 2011 to 2020, from 6,325 to 8,090. Professional, scientific, and technical activities have the highest share of total business in Dacorum.
- In keeping with the wider national economy, most businesses in Dacorum are Micro (0-9 employees) enterprises, comprising 91.53% (7405) of registered businesses in 2020. 6.74% (545) were small (10-49 employees), 1.3% (105) medium (50-249), and 0.43% (35) were large (250+ employees).



Population

Dacorum is the most populous district in Hertfordshire, with an estimated 155,457 residents in mid-2020. This represents 13% of the county. By mid-2043, the projected population will be 165,437 residents. This growth is characterised by an ageing population, with those aged 65+ representing 23.3%, up from 17.6%, with children and working-age adult proportions of population decreasing



Dacorum – ONS Population Estimates			
	Males	Females	Total
All	76,266	79,191	155,457

Ethnicity

The table below shows that 4.6% of the population in Dacorum belonged to a minority ethnic group. Indians were by far the largest of the minority groups, representing almost 46% of all minority ethnic numbers.

Percentage of resident population in ethnic groups	Dacorum %	UK %
White	90.8	87
Mixed	2.1	2
Asian or Asian British	4.7	6
Black or Black British	2.1	3
Chinese or Other	0.3	2
Source: 2011 Census, ONS		



House Prices

In Hertfordshire Dacorum has the fourth highest average house price, with the average house price at £441,317. This is an 8% rise on last year's figure of £409,298. The average UK house price is £265,668, 13.2% higher than the previous year. Dacorum is significantly higher than the national average.

Over the past year, average house prices in Dacorum's large towns were as follows:

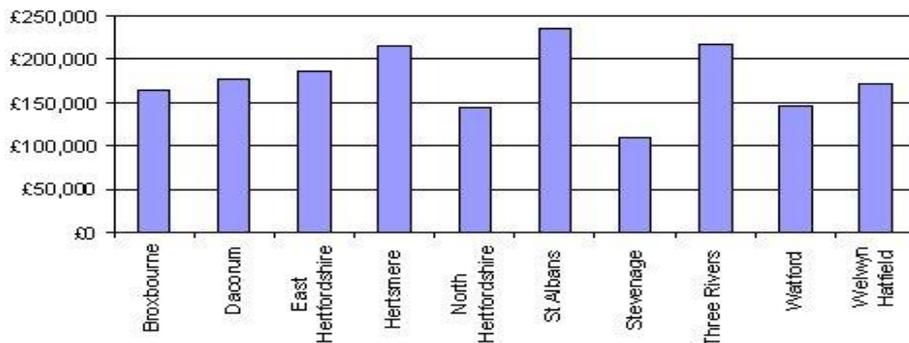
Hemel Hempstead: £413,109. This is 11% higher than the previous year, and 12% higher than the 2017 peak.

Tring: £511,625. This is 9% higher than the previous year, and 5% higher than the 2016 peak.

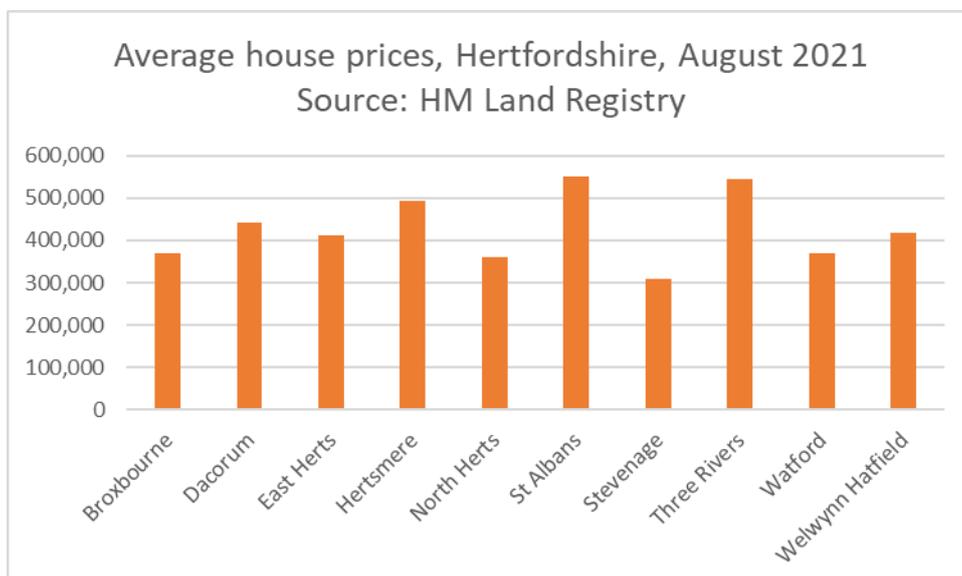
Berkhamsted: £699,834. This is 2% higher than the previous year, and 6% higher than the 2018 peak.

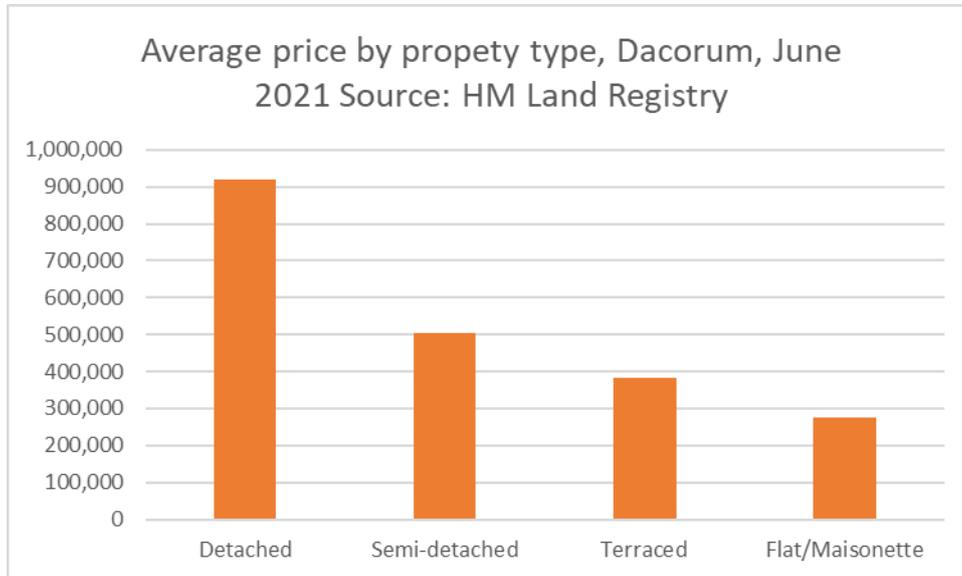
The two graphs below display the change in county-wide average house prices from 2002 to 2021. The third shows 2021 prices by property type.

Average house prices in Hertfordshire, first quarter 2002
Source: HM Land Registry, May 2002



Average house prices, Hertfordshire, August 2021
Source: HM Land Registry





Economic Activity

Those who are economically active are considered to be those who contribute to the socio-economic activity in Hertfordshire. It is not defined by employment status, instead the financial and social activities of the individual. The working-age population stood at 740,000 in Hertfordshire in 2019. 83% of the working age population in the county were economically active in 2020. In Dacorum, 81.6% of the working age population was economically active.

Dacorum Resident occupations	Number of Residents	% of total population
Total Population	155,457	100
Employed	96,161	61.9
Unemployed	4,200	2.7
Self-employed	12,100	7.8
Economically active full-time students	2,924	1.9
Retired	26,682	17.2
Economically inactive students	3,789	2.4

Source: ONS mid-year population estimates/NOMIS

Changes in Employment

These figures are from the Dacorum Economic Dashboard and mark change between 2015 and 2019. Employment in Administrative and Support Services has grown 540%. This is in contrast to the 22% decline in the manufacturing sector. This is Dacorum's most rapid recent rate of decline in employment.



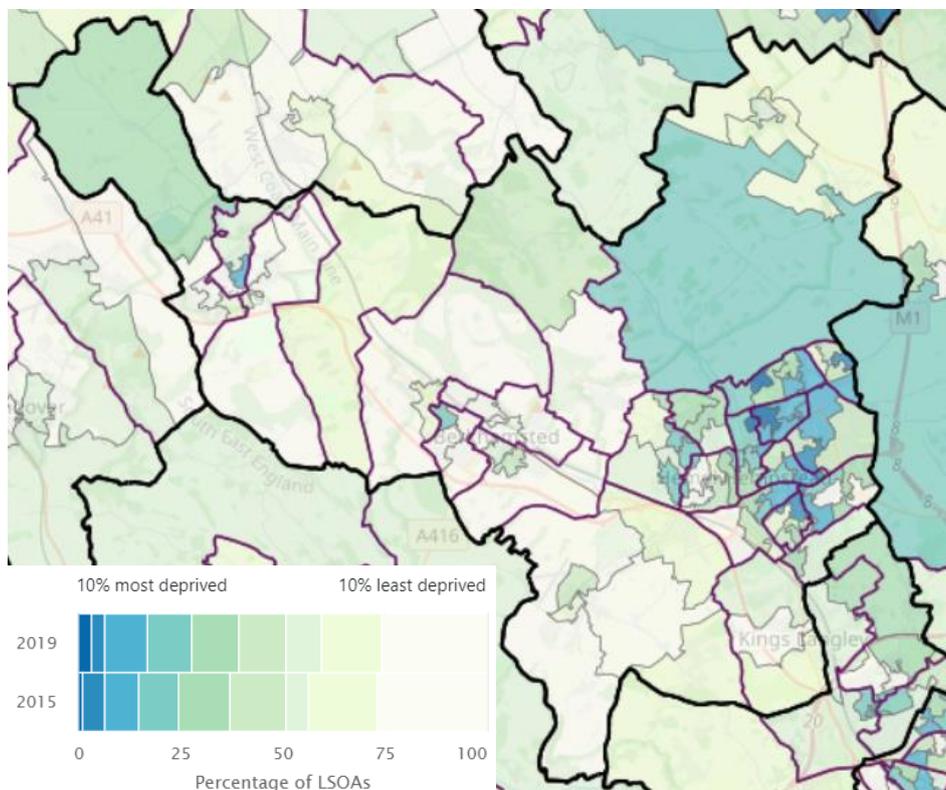
Other notable changes include a 39% growth in Finance and Insurance employment, 25% growth in Transportation and storage employment, and a 33% growth in professional, scientific, and technical occupations. There has been a 7% decline in retail employment, which in 2019 employed approximately 13,000 people in Dacorum. Due to the high number of employees in this sector, it is an important one for employment in the borough. Job losses in retail have worsened throughout the pandemic in Dacorum, with large high street brands such as Debenhams and Topshop closing.

Indices of Deprivation

Dacorum ranks 240 out of 317 Local Authorities (lower tier, districts) in England for deprivation as a borough. However, this hides significant variations within Dacorum wards.

The neighbourhoods in the second lowest IMD decile in England are inside the wards of Grove Hill and Cupid Green. Neighbourhoods with the best scores on the IMD are located in the wards of Berkhamsted West, Berkhamsted East, and Tring East.

The below map shows the indices of deprivation for the different neighbourhoods, or Lower-Layer Super Output Areas (LSOAs), in Dacorum.





Deprivation Rankings for Dacorum

District Ranks of the Average Rank of the Deprivation Domains (/317)

	Index of Multiple Deprivation	Income	Employment	Education, Skills and Training	Health Deprivation and Disability
Broxbourne	153	148	180	63	256
Dacorum	240	220	230	212	262
East Hertfordshire	307	289	301	294	312
Hertsmere	224	209	217	233	250
North Hertfordshire	269	239	244	261	258
St Albans	306	291	292	316	310
Stevenage	117	100	108	60	153
Three Rivers	291	266	279	273	300
Watford	195	196	225	249	200
Welwyn Hatfield	215	210	237	200	204

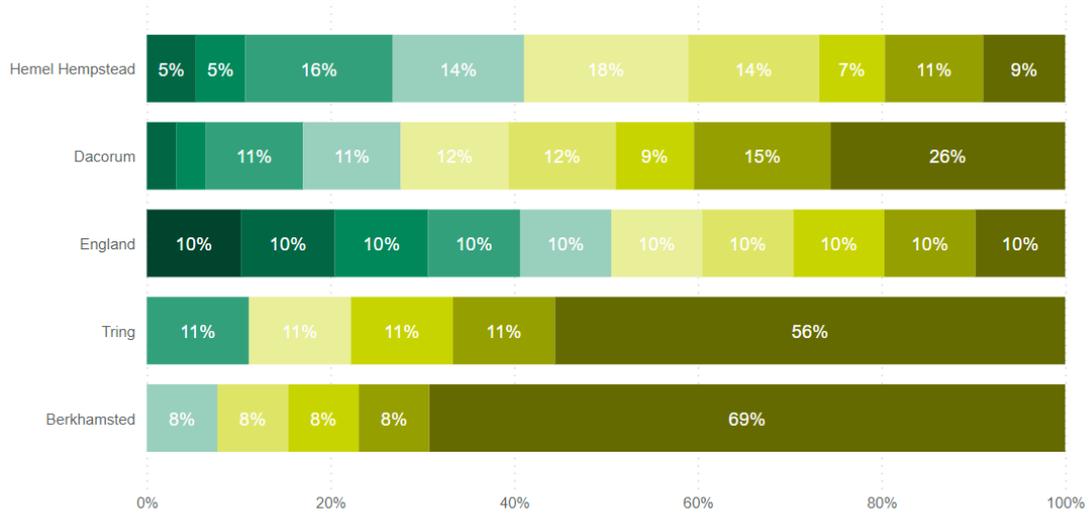
	Crime	Barriers to Housing and Services	Living Environment	Income Deprivation Affecting Children Index (IDACI)	Income Deprivation Affecting Older People (IDAOPI)
Broxbourne	113	21	212	125	141
Dacorum	137	120	291	211	233
East Hertfordshire	221	201	281	290	271
Hertsmere	123	48	245	233	181
North Hertfordshire	208	158	257	239	236
St Albans	195	138	275	295	292
Stevenage	91	68	268	73	98
Three Rivers	223	131	294	266	253
Watford	94	55	109	209	128
Welwyn Hatfield	161	57	256	169	207

Herts Insight (MHCLG 2019)



Index of Multiple Deprivation (IMD)

Decile ● 1 ● 2 ● 3 ● 4 ● 5 ● 6 ● 7 ● 8 ● 9 ● 10



Decile 1 = most deprived 10% of LSOAs in England; Decile 10 = least deprived 10% of LSOAs in England

Dacorum Data Dashboard, MHCLG English Indices of Deprivation 2019.

Unemployment

Claimant count (unemployment) has risen considerably across the country as a result of the economic from COVID-19 restrictions. There has been significant economic disruption, particularly for high-street retail, ushered in by stay-at-home orders, growth of e-commerce/online shopping, and changing working patterns. Unemployment in Dacorum is currently at 4.3% which is just above the average in Hertfordshire at 4.2%.

Claimant Count Unemployment by LAD		
	March '20	July '21
Broxbourne	1,435	3,365
Dacorum	1,855	4,170
East Hertfordshire	1,135	3,070
Hertsmere	1,335	3,030
North Hertfordshire	1,425	2,910
St Albans	1,470	2,885
Stevenage	1,435	3,070
Three Rivers	1,000	2,005
Watford	1,705	3,490
Welwyn Hatfield	1,585	3,290
Hertfordshire	14,370	31,280



Youth Unemployment

Youth unemployment refers to those between the ages of 18 and 24. Those aged under 18 who are not in full-time education, employment or training are not entitled to income-based benefits. In July 2021, the youth claimant count (unemployment) in Hertfordshire stood at 605, representing 6.1% of all 18-24 year olds in Dacorum. This age group has the highest proportion of unemployed people.

Across the UK, the unemployment rate (the proportion of the economically active population who are unemployed) for 16-24 year olds was 12.9% in May-July 2021. This is down from 13.5% in the first quarter and down from 13.8% a year before. The inactivity rate for young people is 40.1%, down from 41.8% in the previous quarter. 80% of the young people who are economically inactive are in full-time education.

Job Density

Jobs density over time in Hertfordshire and its Districts

	Jobs density (2015)	Jobs density (2016)	Jobs density (2017)	Jobs density (2018)	Jobs density (2019)
Hertfordshire	0.91	0.93	0.98	0.99	1.00
Watford	1.44	1.57	1.68	1.56	1.16
Broxbourne	0.75	0.71	0.71	0.68	0.67
Dacorum	0.79	0.82	0.84	0.83	1.16
Hertsmere	0.94	0.97	0.97	0.98	1.03
North Hertfordshire	0.73	0.75	0.73	0.78	0.80
Three Rivers	0.89	0.85	0.90	0.91	0.94
Welwyn Hatfield	1.01	1.10	1.24	1.25	1.29
St Albans	0.98	0.94	0.96	1.02	0.97
East Hertfordshire	0.80	0.81	0.93	1.02	0.90
Stevenage	0.87	0.88	0.91	0.93	0.96
England	0.84	0.85	0.87	0.87	0.87



Job density is number of jobs in an area for the working age population (16-64) and measures supply/demand for labour. A density above 1.0 indicates a surplus. It includes employed, self-employed, HM forces, and gov-supported trainees.

Pre-pandemic in 2019, Dacorum’s job density was 1.16, above the Hertfordshire average of 1.0, and joint third amongst the districts, with Watford. However, this measure does not consider workers commuting in and out of the district, and Dacorum’s location in the London commuter belt is not accurately reflected here.

Earnings

Within Dacorum, resident median annual pay was £29,099. There is a significant gap between men (£35,388) and women (£20,957). For workplaces located in Dacorum, median annual pay is £15,118. Again, there is a significant gap between men (£27,544) and women (£9,901). Of Hertfordshire districts, Dacorum has the largest gap between resident income and workplace income. Many Dacorum residents work in high-skilled London-based roles, which can partly explain the difference.

Median Pay

Median Annual Pay in 2020 for Residents and Workers

	All Residents	All Workers	Male Residents	Male Workers	Female Residents	Females Workers
Hertfordshire	£31,165	£25,943	£37,923	£34,099	£23,799	£18,740
Watford	£29,639	£26,319	£35,080	£28,812	£25,248	£22,708
Broxbourne	£29,733	£24,457	£39,354	£31,988	N/A	N/A
Dacorum	£29,099	£15,118	£35,388	£27,544	£20,957	£9,901
Hertsmere	£30,852	£27,980	£34,858	N/A	£24,583	£20,688
North Herts	£33,311	£27,916	£39,072	£35,099	£24,009	£17,907
Three Rivers	£30,516	£27,706	£36,007	£30,549	£22,736	£24,740
Welwyn Hatfield	£28,504	£32,123	£34,235	£37,152	£24,534	£25,990
St Albans	N/A	£26,148	N/A	£35,304	£27,878	£19,538
East Herts	£32,240	£26,977	£41,119	£34,760	£24,689	N/A
Stevenage	£26,017	£31,314	£34,886	£40,503	£21,028	£23,084
England	£26,055	£26,062	£31,813	£31,826	£20,512	£20,51

Herts Insight, 2020



The above table includes full-and-part-time employees. The median annual pay for full-time employed residents in Dacorum was £35,134, and for workers in Dacorum £30,666. There is an approximate £12,000 gender pay gap for both the resident and workplace groups.

Business Count change (March 2020-March 2021) – Impact of COVID

Dacorum Business Count – change from 2020 to 2021				
Legal Status	2020	2021	Change from 2020	% change
Total	8,105	8,140	35	0.4%
Private sector total	8,085	8,115	30	0.4%
Company (including building society)	6,560	6,600	40	0.6%
Sole proprietor	1,020	1,030	10	1.0%
Partnership	315	300	-15	-4.8%
Non-profit body or mutual association	185	190	5	2.7%

Hertfordshire Business Count – change from 2020 to 2021				
Legal Status	2020	2021	Change from 2020	% change
Total	63,930	62,870	-1,060	-1.7%
Private sector total	63,735	62,680	-1,055	-1.7%
Company (including building society)	52,830	52,025	-805	-1.5%
Sole proprietor	7,005	6,890	-115	-1.6%
Partnership	2,380	2,250	-130	-5.5%
Non-profit body or mutual association	1,520	1,515	-5	-0.3%

The tables above, from NOMIS, display the Dacorum and Hertfordshire business counts from March 2020 to March 2021. It captures a significant proportion of the impact of Covid-19 on the size/composition of the business base. This annualised snapshot is from March and published in early October.

- Overall, Hertfordshire’s private sector business base shrank over this period - a fall of 1,060 (-1.7%) businesses.
- Reductions in Hertfordshire’s business base occurred across all segments of the business population: corporate, self-employed and not-for-profit/third sector.



- Dacorum appears to have been less hard hit, experiencing a **rise of 35 businesses** (0.4%) in its business population – although, in common with the county and national picture- **self-employment continues to diminish**; a trend which has been maintained for several years.
- Not-for-profits in the borough showed a modest increase, but remained stable across Hertfordshire, since the outbreak of the pandemic.
- There was also an increase in the number of “corporates” but they may also include a number of Single employee/director based businesses.
-

Number of businesses registered for VAT/PAYE by district, 2020		
District	Number of businesses	% of Hertfordshire
Broxbourne	4,295	6.7
Dacorum	8,105	12.7
East Hertfordshire	8,720	13.6
Hertsmere	7,610	11.9
North Hertfordshire	6,500	10.2
St Albans	9,325	14.6
Stevenage	3,225	5
Three Rivers	5,410	8.5
Watford	5,405	8.5
Welwyn Hatfield	5,330	8.3
Total	63,930	100.0

Source: ONS Business Demography, 2020

The above table displays pre-COVID business bases in Hertfordshire’s ten Boroughs.

Business in Dacorum

Dacorum makes an attractive location for business with its strong communication links, wide choice of housing and amenities and close proximity to the countryside.

Wide ranges of businesses have chosen to base themselves in Dacorum. Dacorum offers a diverse range of employment opportunities ranging from light engineering, film and office products, pharmaceuticals, publishing and paper, warehousing, and distribution. Kodak Alaris is an example of major blue chip companies that have based their UK headquarters in Dacorum. Other large companies with headquarters in Dacorum include Bourne Leisure (domestic holidays), ASOS (e-commerce), BPA (oil and gas services), UTC Aerospace Systems (high-tech), and Zellis (HR).

New VAT/PAYE business registrations provide a reasonable indicator of the number of new businesses that have started in a year. However, it is important to note that many start-ups will not be included, as firms have to reach a certain level of turnover (£51,000) before they are required to register.



Environment for Business

The vast majority of businesses in Dacorum are Micro (0-9 employees) enterprises, comprising 91.53% (7405) of registered businesses in 2020. 6.74% (545) were small (10-49 employees), 1.3% (105) medium (50-249), and 0.43% (35) were large (250+ employees).

Providing ongoing support and aftercare for existing businesses based on up to date research and promoting of available services is essential to maintain a strong vibrant local economy. The Maylands Business Centre provides affordable offices and units to start-ups in Dacorum. With council officers located on site, and proximity to fellow entrepreneurs, this is a supportive environment for businesses to develop.

1(a) OFFICE AND INDUSTRY FLOOR SPACE

Floorspace for office and industry has declined in Dacorum, and Hertfordshire, since 2008.

Net Change in Office Floorspace in Hertfordshire by District

Office	SQ M	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	2008-17 Average
Broxbourne	Net	- 4,500	- 617	3	- 295	- 1,958	- 1,055	- 966	- 7,140	- 3,820	- 699	- 21,047	- 2,105
Dacorum	Net	- 4,595	- 1,920	-10,468	-19,341	113	- 9,728	- 3,463	-10,806	1,403	- 3,039	- 61,844	- 6,184
East Hertfordshire	Net	- 435	- 342	- 406	- 1,655	- 12,378	- 3,187	- 5,169	- 3,442	- 3,097	- 5,351	- 35,462	- 3,546
Hertsmere	Net	6,158	1,654	2,167	- 80	- 22,541	- 6,615	- 2,250	-15,886	- 5,929	- 20,400	- 63,722	- 6,372
North Hertfordshire	Net	807	- 653	- 1,787	- 1,897	- 6,492	- 2,024	- 6,659	- 2,233	- 4,818	- 6,018	- 31,774	- 3,177
St Albans	Net	933	- 7,941	- 1,751	- 1,508	- 6,453	- 3,019	-10,369	- 3,988	-19,136	- 5,315	- 58,547	- 5,855
Stevenage	Net	13,376	- 30	- 946	6,401	- 1,238	- 564	- 8,764	- 8,862	-17,045	3,027	- 14,645	- 1,465
Three Rivers	Net	260	- 2,965	- 2,161	- 1,166	8,396	- 2,435	2,670	1,884	-12,827	5,412	- 2,932	- 293
Watford	Net	- 599	663	- 582	1,067	- 991	- 5,783	- 9,680	- 6,989	- 2,936	- 9,211	- 35,041	- 3,504
Welwyn Hatfield	Net	27,469	12,699	-38,715	- 1,763	- 45,144	- 2,196	- 4,458	- 6,170	-18,555	- 5,969	- 82,802	- 8,280
Total	Net	38,874	548	-54,646	-20,237	- 88,686	-36,606	-49,108	-63,632	-86,760	- 47,563	- 407,816	-40,782

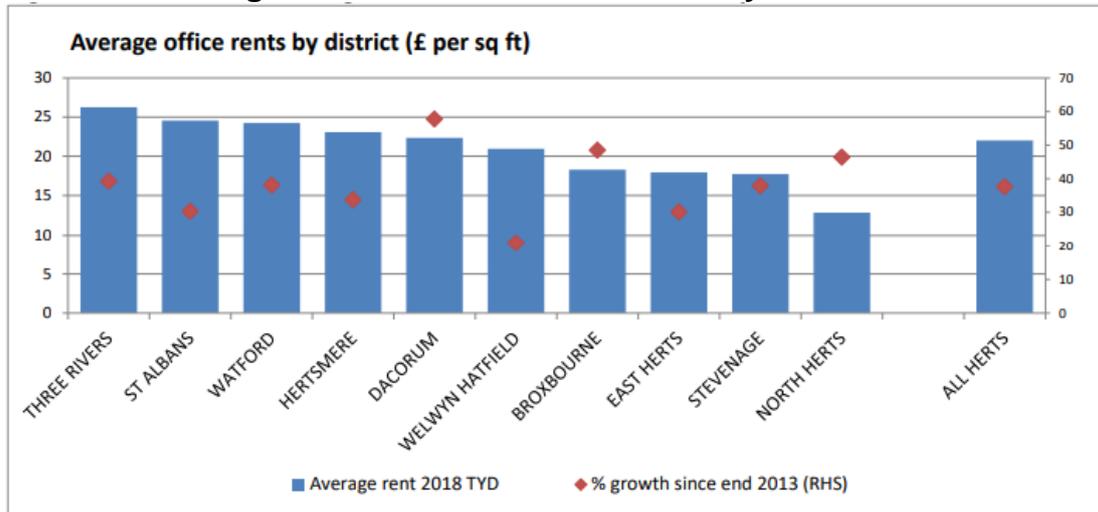
Source: Hertfordshire County Council and LSH

Between 2008 and 2017, Dacorum lost 61,844 SQ/M of office floor space. 28,121 SQ/M has been office to residential changes. Herts LEP does not believe that public bodies should attempt to reverse this change, but work to contemporary goals for businesses. Office working has been slowly declining due to remote working and novel office use strategies.

Since 2013, Dacorum's office rents have grown by 57% (highest growth in the county), and office space now costs £23 per SQ FT. There is strong demand for high quality office space in Hertfordshire, but restricted availability has contributed to large growth in rent costs.



Growth in average office rents in Hertfordshire by District



Source: LSH and CoStar

Net change in Industrial floor space in Hertfordshire by District

Industrial	SQ M	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	Total	2008-17 Average
Broxbourne	Net	32,708	1,752	- 3,386	- 806	- 10,829	- 1,782	1,010	131	- 1,143	- 6,245	11,410	1,141
Dacorum	Net	- 14,158	- 4,493	- 10,479	- 6,478	208	- 7,848	- 4,787	2,815	2,622	- 707	- 43,305	- 4,331
East Hertfordsh	Net	- 2,044	- 748	- 10,570	- 603	- 368	- 9,374	- 62,394	- 644	- 1,429	- 1,947	- 90,121	- 9,012
Hertsmere	Net	- 4,688	- 7,175	35	571	- 10,881	- 7,355	- 2,302	- 2,735	- 11,499	4,408	- 41,691	- 4,169
North Hertford	Net	3,679	- 2,363	- 6,554	- 358	- 1,725	45	- 31,666	18,869	- 2,159	- 4,094	- 26,416	- 2,642
St Albans	Net	- 13,341	4,477	- 3,218	- 437	- 2,464	- 7,290	- 1,265	- 2,749	- 7,481	- 8,277	- 42,045	- 4,205
Stevenage	Net	- 33,443	- 903	1,232	- 2,816	253	114	- 9,409	- 3,416	- 3,729	- 50	- 52,167	- 5,217
Three Rivers	Net	- 1,351	- 5,043	- 95,958	5,298	43,899	- 1,094	9,406	- 158	720	690	- 43,591	- 4,359
Watford	Net	211	1,261	- 657	- 5,373	1,458	- 20,702	- 902	- 2,513	- 4,548	7,108	- 24,657	- 2,466
Welwyn Hatfiel	Net	- 764	- 12,650	785	- 846	4,669	17,457	3,514	- 21,436	3,197	- 11,839	- 17,913	- 1,791
Total	Net	- 33,191	- 25,885	- 128,840	- 11,848	24,220	- 37,919	- 98,795	- 11,836	- 25,449	- 20,953	- 370,496	- 37,050

Source: Hertfordshire County Council and LSH

Across Hertfordshire, industrial floor space has declined by 7% from 2008 to 2017, whilst industrial related employment grew by 1.5%. This is largely due to automation, more efficient ways of working, and the growth of logistics as an industry in Hertfordshire.

Gross Value Added

Gross Domestic Product was previously the key indicator of the state of the economy. Gross Value Added (GVA) is broadly the same and measures the total value of goods and services produced in the economy.

Output in Dacorum, 2018

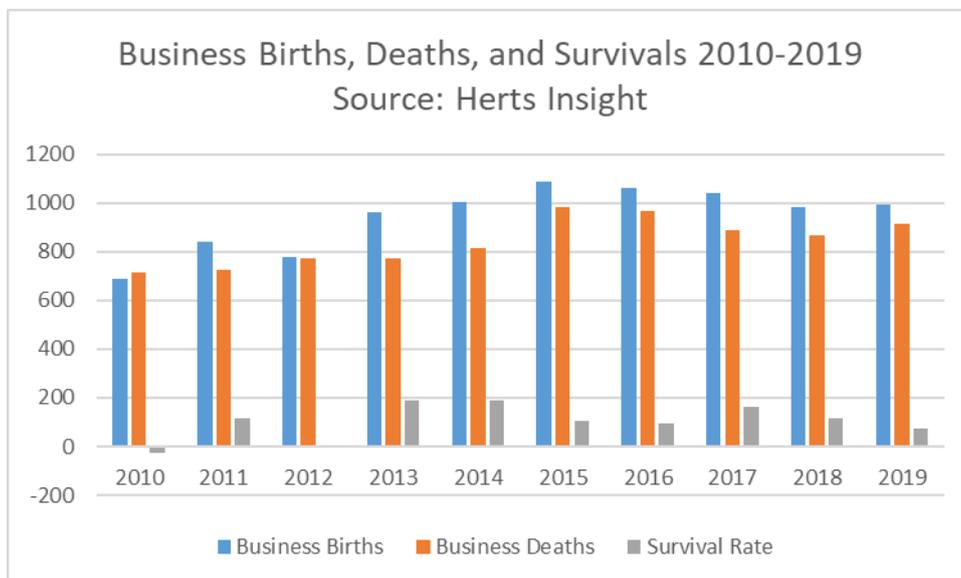
	Output (£m)	Average Annual Change % 2010-2018
Manufacturing	335	14
Non-Manufacturing	4,114	4.2
GVA	4,449	4.3



Enterprise and Investment

In 2020, there were 63,930 VAT or PAYE registered businesses in Hertfordshire. This represents a rise of 38% rise on 2011. In Dacorum, there were 8,105 businesses, representing a 28% growth on 2011. A local unit is a branch of a business operating in a specific area. In 2020, there were 9,190 businesses with local units in Dacorum, a rise of 25% from 2011.

The table below shows business births, deaths, and net difference (business survival rate). This graph does show the broad picture of entrepreneurship, with changes to business bases, but does not track businesses founded in one specific year. Business deaths often occur several years after they were founded (89% of Herts businesses survive their first year). For example, a business founded in 2011 may survive five years, and close in 2016.



The distribution of Hertfordshire's businesses across the Local Authority Districts has remained very similar to previous years, with 53% of VAT or PAYE registered companies in Hertfordshire within four districts: Dacorum, East Hertfordshire, Hertsmere, and St Albans.

Attracting new business, where appropriate, to the borough is achieved by working in partnership with the East of England Investment Agency and county wide in partnership with Herts LEP. The creation and dissemination of information about the borough and all that it has to offer is carried out both at district and county level and shared regionally by joint working.



Innovation

District	Number of projects	Project Value	Average funds per project	% of businesses
Stevenage	35	£92.6m	£731,428	0.99
Welwyn Hatfield	40	£21.1m	£527,500	0.78
North Hertfordshire	43	£9.6m	£223,255	0.64
St Albans	51	£19.4m	£380,392	0.6
Three Rivers	26	£11.7m	£450,000	0.51
Dacorum	35	£5.1m	£145,714	0.43
Hertsmere	33	£5.9m	£178,787	0.42
Broxbourne	14	£1.9m	£135,714	0.3
Watford	26	£2.5m	£96,153	0.24
East Hertfordshire	18	£1.4m	£77,777	0.21

Herts LEP, 2020

The Hertfordshire Enterprise and Innovation Strategy 2021-2025 recognises that innovation is an important part of economic development, and has tracked Innovate UK funding across the county. The table above sets out the levels of IUK funding that has been secured at district level over the past decade. Dacorum is in 6th position for value, significantly lower than St Albans, Welwyn and Hatfield, and Three Rivers, and a fraction of Stevenage. These districts benefit from high-skilled professional service businesses located there, especially Stevenage. To attract a higher share of IUK funding grants, Dacorum should support and promote innovation for new and existing businesses.

New Major Investment in Dacorum

At any one time the Dacorum area is likely to contain opportunities for major investment in land, infrastructure or premises. The development process can be lengthy from site identification through to delivery of products or services to the customers. Some of the current major investment sites are listed below:

- Tring Park School for the performing Arts - £12m redevelopment and new 450 seat theatre.
- Prologis Park Hemel Hempstead - £80m logistics centre and warehouse.
- Kylna Court DBC - £10.5m affordable housing and office development.
- Maylands Business Centre – 5 unit extension.
- Vanarama - £5m Maylands HQ for 180 people.
- Hemel Garden Community – 11,000 homes & 10,000 jobs by 2050.



Skills

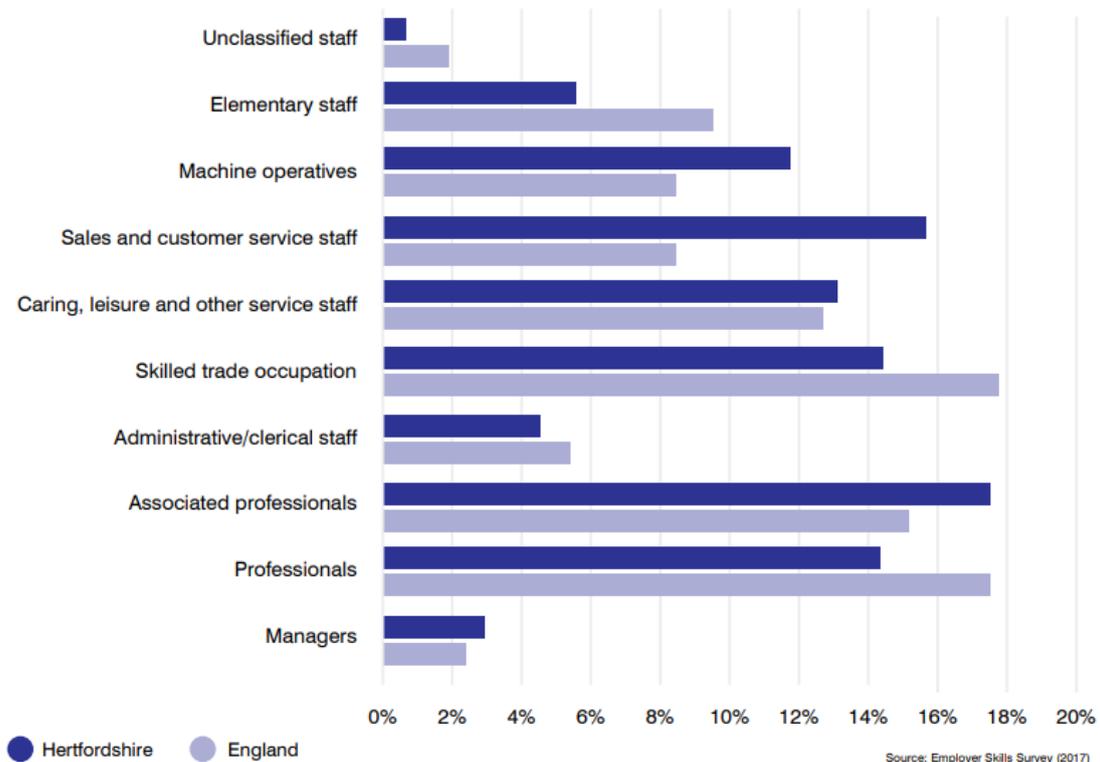
Qualifications in 2020		
Qualification	Dacorum Level	Dacorum %
NVQ4+	39,800	41.5
NVQ3+	49,200	51.4
NVQ2+	71,300	74.5
NVQ1+	82,100	85.7
Other Qualifications	8,700	9.0
No Qualifications	5,000	5.2

Skill Gaps

Skills gaps arise when existing employees within a firm do not have the necessary abilities to perform optimally in their job. In 2017, the UK-wide Employer Skills Survey identified that 9% of respondents in Hertfordshire reported a skills shortage vacancy. This is above the 6% reported UK-wide.

Working with employers to identify and seek ways to meet the skills gaps within their business will be an essential part of the work of the Economic Recovery Board in conjunction with partner organisations (Herts University, LEP, local colleges, and other training providers).

Percentage Split of Skills Shortage Vacancies by Occupation



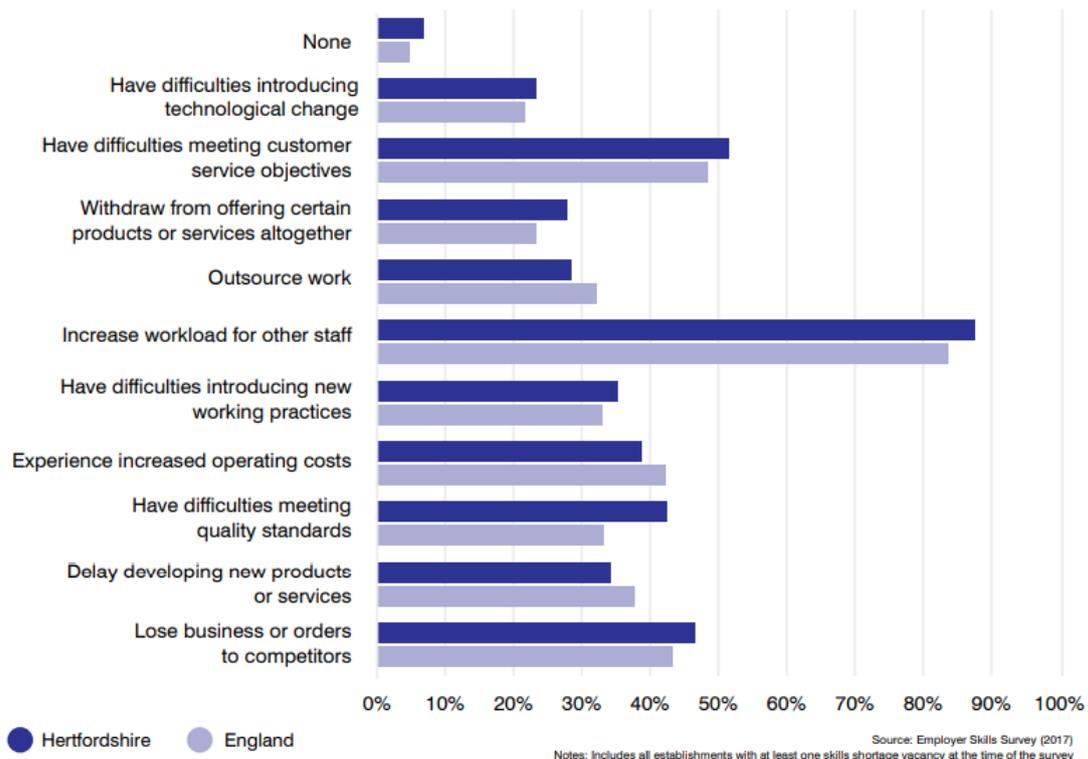


Skilled trade occupations, (associate) professionals, and sales/customer service occupations have the highest SSVs in Hertfordshire. These are high-value areas of employment which Dacorum must prioritise for support.

Herts LEP 2017 identified that:

28% of vacancies in Hertfordshire were reported as skills shortage vacancies (SSVs). 11% of establishments in Hertfordshire had a least one vacancy that was hard to fill, and 9% of Hertfordshire based employers had a SSV compared with 6% of employers in London.

Impact SSVs has on establishments (Employers with at least one SSV)



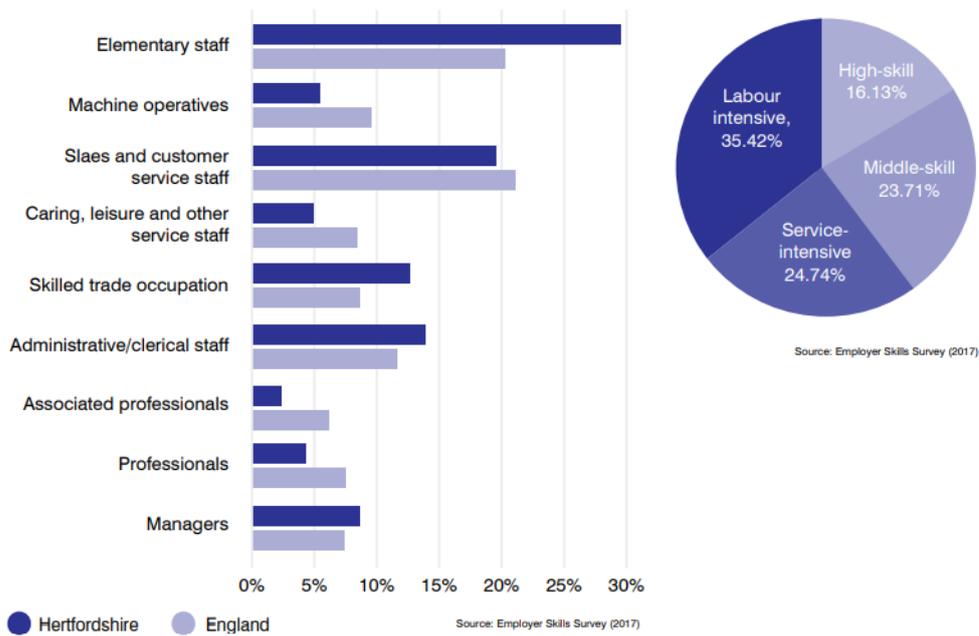
(LEP, 2017)

10% of establishments do not think SSVs impact their business in any way. 46% of Hertfordshire based businesses believe they are losing business to competitors as a result of SSVs.

A third of establishments in Hertfordshire with SSVs delay developing new products due to SSVs.



Number of staff with skills gaps by occupation



(LEP, 2017)

Education

Primary Education

% of Pupils Achieving a Good Level of Development			
	2017	2018	2019
Hertfordshire	72.2	72.8	73.0
Broxbourne	72.8	72.8	73.2
Dacorum	70.9	72.9	70.6
East Hertfordshire	74.9	75.4	76.3
Hertsmere	70.0	73.0	73.3
North Hertfordshire	73.2	74.1	75.9
St Albans	76.7	74.6	75.9
Stevenage	69.6	71.6	72.1
Three Rivers	72.1	74.7	72.8
Watford	67.2	65.8	66.6
Welwyn Hatfield	71.9	71.8	72.1

Children are defined as having reached a good level of development if they achieve at least the expected level in the early learning goals in the prime areas of learning (personal, social and emotional development; physical development; and communication and language) and the early learning goals in maths and literacy.

Dacorum was below the Hertfordshire average in 2017 and 2019, and only 0.1% above average in 2018.



Hertfordshire achieved better primary school results than England. The following table shows the percentage achievements of pupils (aged 11 years) in Hertfordshire, and English state schools, and all English schools in 2019.

	Pupils at end of KS2	Reading, Writing, Maths	Reading	Writing	Maths	SPAG (Spelling, Punctuation, and Grammar)
Hertfordshire	14,293	67%	77%	79%	80%	80%
England - state-funded schools	644,967	65%	73%	78%	79%	78%
England - all schools	649,249	65%	73%	78%	79%	78%

% of pupils meeting expected standards (DfE)

The table above displays percentage of pupils meeting the expected standard in reading, writing, maths, and SPAG. The table below displays percentage of pupils achieving at a higher standard across the same core areas. Hertfordshire performs slightly better than the England-wide level in both tables.

	Pupils at end of KS2	Reading, Writing, Maths	Reading	Writing	Maths	SPAG
Hertfordshire	14,293	13%	31%	25%	29%	37%
England - state-funded schools	644,967	11%	27%	20%	27%	36%
England - all schools	649,249	11%	27%	20%	27%	36%

% of pupils achieving at a higher standard (DfE)

Secondary Education

English schools are being encouraged by the DfE to enrol GCSE (NVQ2) pupils into the English Baccalaureate (EBacc), a course comprised of English language and literature, maths, the sciences (biology, chemistry, physics, and computer science), geography or history, and a foreign language.

The DfE wants 75% of pupils enrolled in the EBacc in 2022, and 90% by 2025. In Hertfordshire, 47.2% of pupils entered the EBacc structure in 2019/20. Of these pupils, results in the five components were above the East of England region levels. The table below compares county and regional pass rates in the academic year 2019/20. The DfE warn that these figures should



not be compared with previous years due to the impact on education and grading from COVID-19.

The table below shows percentage of pupils achieving grade 4 (a pass/C grade) in the five subject components of the EBacc. Hertfordshire pupils perform well compared to regional levels.

% of pupils achieving Grade 4+	Hertfordshire	East of England
English	85.8	81.2
Maths	81.8	75.8
Sciences	78.4	72.9
Humanities	80.1	73.4
Foreign Language	86.1	82.1

A Level Students (2017-18)				
Area	Percentage of students achieving at least 2 A levels	Percentage of students achieving 3 A*-A grades or better at A level	Percentage of students achieving grades AAB or better at A level	Percentage of students achieving grades AAB or better at A level, of which at least two are in facilitating subjects
England	78.6	12.9	21.1	16.2
East of England	77.7	11.4	19.4	14.5
Hertfordshire	81.4	14.7	23.9	18.4

The table above shows that A-Level (NVQ3) students in 2017-18 in Hertfordshire performed better than the regional and national levels, achieving higher grades.

Applicants to University

Dacorum has a relatively high level of successful applicants to university, but it is important to note that successful applications to universities are lower in the most deprived areas of Dacorum. Dacorum ranks 240th out of 317 (317 being best) local authorities for education, skills, and training.

37.2% of the East of England 18 year old population was accepted into university in 2020, compared to 29.4% in 2011.

With Dacorum not having a recognised University it has to be noted whether the costs to gain access to university are too prohibitive for residents in more deprived areas. Easily accessible and affordable transport, to the nearest Universities, could also be a factor.



Apprenticeships

Across Hertfordshire, apprenticeship starts and achievements have declined. County and district authorities must support the growth of apprentice opportunities to aid young people's entry into the workplace. The table below shows Dacorum has experienced a reduction in starts of 24%, between 2016/17 and 2017/18, whereas achievements has grown by 12%. Data from across Hertfordshire suggests significant variation in year-on-year figures.

Local Authority District	2016-17 Starts	2016-17 Achievements	2017-18 Starts	2017-18 Achievements	Starts Variance	Achievements Variance
Broxbourne	656	308	633	202	-4%	-34%
Dacorum	948	429	721	480	-24%	12%
East Hertfordshire	761	393	771	304	1%	-23%
Hertsmere	579	355	465	319	-20%	-10%
North Hertfordshire	834	496	644	543	-23%	9%
St. Albans	515	424	482	417	-6%	-2%
Stevenage	786	528	684	488	-13%	-8%
Three Rivers	483	232	438	268	-13%	16%
Watford	594	413	508	407	-14%	-1%
Welwyn Hatfield	641	379	589	462	-8%	22%
Grand Total	6,800	3,957	5,936	3,890	-13%	-2%

By sector, apprenticeships in “Engineering and Manufacturing technologies” saw an increase of 26% in achievements in 2017/18 compared with the previous year. “Construction, Planning and the Built Environment” saw a 6% increase in apprenticeship achievements in 2017/18 compared with the previous academic year, with a large increase in the number of new starts too. Both these sectors are priority for Hertfordshire.



6. GLOSSARY AND BIBLIOGRAPHY

GLOSSARY

Groups and Organisations

DBC	Dacorum Borough Council
DfE	Department for Education
EBacc	English Baccalaureate
HCC	Hertfordshire County Council
LEP	Local Enterprise Partnership
MHCLG	Ministry of Housing, Communities, and Local Government (now DLUCH – Department for Levelling Up, Communities, and Housing).
NVQ	National Vocational Qualification

Definitions

GVA	Gross Value Added GDP was previously the key indicator of the state of the economy. Gross Value Added is broadly the same and measures the total value of goods and services in the economy.
JSA	Job Seekers Allowance
LAD	Local Authority District

Websites Used

www.dacorum.gov.uk

www.statistics.gov.uk

<https://www.hertfordshire.gov.uk/microsites/herts-insight/home.aspx>

<https://app.powerbi.com/view?r=eyJrljoiOTkzYWRhNTYtNTUzMy00YTBiLTg5ODgtNDNkM2EyZjdlNWMyliwidCI6IjUxYmZkZmVhLWZjktNDk5OS1hYmY1LTU1YTc2ODI3NjllZiJ9&pageName=ReportSection57ffcfa135a2b82ee5>

[1LTY1YTc2ODI3NjllZiJ9&pageName=ReportSection57ffcfa135a2b82ee5](https://app.powerbi.com/view?r=eyJrljoiOTkzYWRhNTYtNTUzMy00YTBiLTg5ODgtNDNkM2EyZjdlNWMyliwidCI6IjUxYmZkZmVhLWZjktNDk5OS1hYmY1LTU1YTc2ODI3NjllZiJ9&pageName=ReportSection57ffcfa135a2b82ee5)

Office for National Statistics (ONS)

Via, www.statistics.gov.uk

ANNEX C

Dacorum Council and SavetheHighStreet.org Covid19 Business Support – Recovery & Resilience

END OF PROGRAMME REPORT

Prepared by: Julie Holden, Community Director, SaveTheHighStreet.org

Prepared For: Fraser Willcox, Economic Development, Dacorum Council

Date: 20.09.2021



Content:

1. Introduction
2. The Programme
3. Health Check Surveys
4. Local Champions
5. Businesses Supported
6. Ideas
7. Feedback and Engagement
8. Conclusion and Next Steps

1. Introduction

Dacorum Council commissioned a Reopening High Streets Safely (RHSS) funded programme of support to help up to 50 high street businesses across the Borough. The aim was to help businesses to reopen successfully, recover quickly and build resilience after the impact of the Covid-19 restrictions in 2020/21.

Through a structured programme of support, 76 businesses were engaged and a further 49 were aware of the programme (through enquiries or webinar bookings).

All businesses were offered access to the Jo platform (a virtual assistant containing information and idea 'cards'), a Business Health Check Survey, a Needs Assessment Call (NAC), regular telephone calls with a Success Manager (dedicated mentor), 2 x dedicated webinars, invitations to other webinars, access to webinar recording and personalised Action Plans.

A total of 50 Health Check Surveys were completed or partially completed. A summary of the key findings and a copy of the aggregated results are included within this report.

2. The Programme

The programme was launched on 9th March via an online event. It was delivered over a 6-month period, across two cohorts. The first cohort followed a 'weekly' update of Jo ideas – the second were given all appropriate ideas in their Jo feed to improve the experience and enable a faster turn-around for the development of Action Plans.

Registrations were due to close in July, but businesses continued to express interest in receiving the help and referrals were also sent through via the Business Improvement District, which meant that recent registrations were accepted onto the programme into August.

All businesses retain access to their Jo feeds, their idea cards and Action Plans through a 'freemium' offer. A small number of businesses will receive free additional calls for a limited period of time as they entered the programme late, or have experienced difficulties in attending pre-planned calls.

The Programme was structured to cover the following 'themes':

Theme 1: Covid 19 Compliance

Theme 2: Selling in New (and Safe) Ways

Theme 3: Trading Successfully in a Post-Covid High Street

Theme 4: Collaborating as a High Street

Theme 5: Preparing for the Future

The Programme included regular one-to-one support from a team of Success Managers, together with 24/7 access to a 'digital assistant' called Jo for up to 50 high street businesses in the Dacorum Borough, focusing on the main town centres of Hemel Hempstead, Tring and Berkhamsted, but also open to outlying village areas.

In addition to the personalised one-to-one support for up to 50 businesses, two dedicated online webinar events were delivered to help businesses to adapt and improve:

- Making the Most of Social Media (14th April) – 33 registrations
- Trading in New Ways Locally (12th May) – 36 registrations

Webinar recordings were added to the Jo feed for all registered participants and additional webinar recordings were also made available via the Jo Platform.

A full range of activities were planned and executed. The SHS.org project manager worked closely with the Dacorum Council project manager to promote registration sign-ups and event bookings to meet the target numbers for registration.

Summary of Programme Delivery:

- Design the support programme 'themes' (as listed above)
- Set up the Jo platform
- Create the Health Check Survey
- Appoint the delivery team and project manager
- Design, plan and deliver the webinars, including the launch webinar
- Create a promotional flyer
- Attend a field visit to cover each key target area
- Provide 'onboarding support' the participants
- Delivery regular support (in cohorts) – via telephone and online
- Provide reports and updates
- Submit content for communications
- Create and deliver Action Plans for up to 50 businesses
- Provide a summary report and recommendations for next steps.

3. Health Check Survey

The Health Check was offered to all participants. The purpose of the survey was to identify the main issues and concerns and to establish a starting point for the 'Needs Assessment Call', which is the first stage of the one-to-one support. Not all of the businesses surveyed went on to complete the full programme; however, all businesses who took part in the programme were surveyed to some extent. The main insights from the Health Check Survey are included in Appendix 1 – Dacorum Insights.

4. Local Champions

The concept of a Local Champion is open to interpretation- i.e. it is not a job title or a role. In essence, it is someone with an interest and passion for their place who is willing and able to embrace opportunities to make a difference. It can include, but is not restricted to: business networking groups, pro-active individuals, local counsellors, large employers, landlords and others with influence in their local area.

The engagement team connected with a range of Local Champions to promote the programme and several supporters signed up for the support. Due to the nature of the RHSS remit, it was not appropriate for some of them.

As with many places, there is more to do to identify and engage with Local Champions across the Borough and this has been included in the recommendations and next steps.

5. Businesses Supported

Here are the outline numbers of businesses supported across each area:

Place:	Completed	Ongoing	Interest but didn't register	Removed	Recent Registration – NEW	TOTAL	% Engaged in programme by place
Hemel Hempstead	22	3	3	12	2	42	55%
Berkhamsted	11	1	0	1	2	15	20%
Tring	11	1	0	2	1	15	20%
Outlying Villages	3	0	1	0	0	4	5%
TOTAL	47	5	4	15	5	76	100%

Action Plans Delivered:	20 x Personalised 17 x 'templated' – using the most popular ideas from the whole programme
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Target: 50 Businesses Supported	Actual: 47 Completed 5 Ongoing 5 New Registrations 57 Businesses Supported	Achieved: 114%
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Action Plans have been provided to all completed businesses. 40 x personalised Action Plans and 17 x template Action Plans, based on the most popular ideas across the programme (see below). Appendix 2 provides a list of businesses and locations.

6. Ideas

The programme presented practical and tangible ‘idea cards’ across a range of themes to help businesses to identify opportunities to make improvements. Each idea card contained additional information and choices for how the business would like to proceed. They could either: accept or reject the idea. If they accepted the idea, the business would either ask for help to do it – or – indicate that they would do it themselves (i.e. already done or do it later). Each accepted card would be placed onto their personalised Action Plans.

Calls with the Success Manager then provided additional help and guidance to support the business towards progressing each idea. The most popular ideas across the Dacorum programme fall into 6 key categories:

DIGITAL	MARKETING	COLLABORATION
EFFICIENCY	DIVERSIFICATION	SAFETY

Appendix 3 provides a breakdown of the top 45 ideas across the ‘help me do it’ and ‘do it myself’ options.

7. Feedback & Engagement

We have received a number of testimonials from businesses on the programme:

“Being a new business, I was very keen to work with the JoinJo Success Team to understand what I could do to improve and grow my business. The dashboard is very easy to use and a great reference point for the different areas of focus. The best part was having weekly calls with a team member that really wants to help grow your business.

I had Majella who was excellent at helping me go back to basics, ensuring I had everything set up correctly. Majella helped generate successful promotions and instore interactions with my customers.

I would highly recommended JoinJo to any business big or small!”

Brian Green, Sales & Marketing Director, Topdec Decorating Supplies, Hemel Hempstead

“With excitement and a little anxiety during the start of my new business, my mind was full of thoughts as I filled whole scrap books with lists of mish-mash ideas and practical “to do’s now” “to-do’s later” that I felt exhausted and overwhelmed.

I wasn’t quite sure where to begin (except with those never-ending lists)! One item on the list was to see where I might find help, and perhaps even funding. A good place to start! An online search brought me to my local council’s website that led me to the business section, and then to a contact name and number – and of course a short form to complete.

Before I knew it the phone rang and on came this wonderful reassuring voice who introduced herself as my personal help-manager. I don’t know why, but I was impressed just to get the call! Marcella wanted to first know what my business was about, whether it was a new venture or an

existing one, where I was with it, and what sort of help was I looking for. In reply to the latter question I focussed on my weaker areas.

The first thing I noticed, was her genuine interest and that she was listening. She kept the half-hour agenda on track and whilst imparting encouraging words on what a great business idea it is (thank you!) she told me how and where and in what time frames she and her team could assist me – for free (I didn't think anything was free these days)!

I found the areas of help where I lacked a little confidence, most useful as well as uplifting to my morale. Together, we opened the "Jo" platform and from there I also got onboard with the "Trello" Action Plan platform, not just 'on-board' but using it with her by my virtual side until I got used to it. Brilliant; It's a bit like a home-work sheet divided up by subject and in small manageable chunks, with the added bonus of the teacher (Marcella) doing some of it for you, i.e. the bits where you do need help.

More half-hour slots were scheduled over the following weeks where together we were able to tackle the "to-do's" which provided great satisfaction, yes - but more importantly, progress! Marcella was a great sounding-board, full of ideas I hadn't thought of, and offered me potential funding avenues as well as lists of extremely useful free webinars I can attend online and with full flexibility.

What an amazing service, thank you."

Larry Hesse, Lawrence of London Travel Service, Kings Langey

"The Dacorum Business Support Programme has been very good, there's a lot of information that I didn't know about before that has been helpful. It's been good getting support from someone locally who has helped make me aware of what different ideas can be implemented to help my business grow during these difficult times.

The Jo platform gave me a lot of weekly ideas that I wouldn't have even considered before, this was very useful and reassuring. I would definitely recommend this programme to any business in need of help and support."

Lloydie Gardiner, Not Just Travel, Hemel Hempstead

The engagement team visited the area and conducted a positive field visit during the programme delivery. This included working 'on the ground', directly with the Dacorum Council's own Economic Development Team.

A face-to-face 'meet the council' event was planned in August and promoted to participants, but due to it being the main holiday season the confirmed numbers were low. The event will be rearranged in the early autumn. The intention is to ensure that businesses feel supported by the council on an ongoing basis, even though the one-to-one Success Manager calls have ended.

As part of the next steps, a feedback survey will be circulated to collect additional information and permissions for the Council to enrol businesses in their regular newsletters and other communication channels.

6. Conclusions and Next Steps

It has been a pleasure working with the team at Dacorum Council, supporting the high street businesses across Hemel Hempstead, Tring, Berkhamsted and surrounding areas and we look forward to continuing our work together.

SaveTheHighStreet.org remain committed to supporting every place we engage with, either on a funded or 'supported' basis. Access to the Jo platform remains available free of charge to all businesses who joined the programme.

How we Addressed the Programme Requirements:

- We identified core themes to help businesses reopen safely and recover quickly
- We delivered the programme through a Health Check Survey, Success Manager Calls, the Jo Platform, themed weekly ideas, webinars, action plans and access to partner services
- The Success Managers collected details of goals, challenges and capabilities during their initial calls, enabling a focused support on the individual needs of a business
- We offered action planning sessions for all businesses and provided template Action Plans where needed to help businesses to complete their programmes
- We connected businesses with partner service providers who could help them implement their ideas and actions.

Recommended Follow-on Support

A proposal document (appendix 4) contains additional information about recommended follow-on support. Here is a brief summary:

- 1 We know from our experience in other areas that the creating an Action Plans is a big step for an independent business. Additional value can be derived from providing support to implement those plans.
- 2 Digital implementation support is evidently required and we would recommend a programme specifically designed around helping businesses to embrace digital and social media to increase online trading. Alternatively, any future business support should include digital content as standard.
- 3 A start-up programme would be recommended to encourage the next generation of entrepreneurs. We can also run interventions to help fill empty shop units.
- 4 We can work with the Council to design and deliver a Local Champions Support Programme, including the formation of one of more Traders Associations.
- 5 Smaller projects can be designed and delivered to support other initiatives and co-ordinate the signposting for other support across the Borough.

NEXT STEPS:

- Review this draft End of Programme Report and discuss any amendments
- Consider the recommendations and suggested follow-on projects
- Discuss RFQ procedures and prepare specifications for any project briefs as required
- Continue to work together on a funded or supported basis.

Note: All businesses will continue to access the Jo platform, their ideas and their Action Plans.

END

Agenda Item 9

Report for:	Overview and Scrutiny Committee
Date of meeting:	November 2021
Part:	1
If Part II, reason:	

Title of report:	Enforcement policy
Contact:	Cllr Julie Banks - Portfolio Holder for Community & Regulatory Services Emma Walker – Group Manager ECP Paul O’Day – Team Leader Environmental Health Author/Responsible Officer Richard LeBrun- Assistant Director Neighbourhood Delivery
Purpose of report:	1. The purpose of this report is to give members a general summary of the Enforcement Policy that covers the regulatory functions of Environmental & Community Protection. 2. The purpose of this report is to obtain formal agreement of the Enforcement Policy.
Recommendations	Provided to committee, who are invited to consider ratifying the proposed policy. Any comments should be passed to the Portfolio holder for Community & Regulatory Services
Corporate objectives:	A clean, safe and enjoyable environment Ensuring efficient, effective and modern service delivery
Implications:	
‘Value for money’ implications	Environmental & Community Protection supports the Council in achieving Value for Money for its citizens.
Risk implications	Risks associated with ECP officers who will be tasked with adhering to this policy, are addressed by individual health and safety risk assessments are completed for the ECP activities to minimise any safety risk. Reputational risks in terms of the Council being perceived as enforcing against non-compliance of regulatory standards passed by Parliament to ensure that residents are protected from harm in their workplaces, places of leisure and hospitality, and from the impacts of others residents that behave illegally and impact the quality of life of others.
Community Impact Assessment	No adverse impact
Health and safety	H&S implications that may arise from the implementation of this enforcement policy are incorporated within individual

Implications	service risk assessments for authorised ECP officers.
Consultees:	None
Background papers:	None
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	The previous enforcement is now dated, there have been many changes to Government departments and updates to guidance. The principle of enforcement remain in that any enforcement should be proportionate, accountable, consistent, transparent and targeted
Glossary of acronyms and any other abbreviations used in this report:	ECP – Environmental & Community Protection BRDO – Better Regulation Delivery Office OPSS – Office for Product Safety and Standards FSA – Food Standards Agency HSE – Health & Safety Executive DEFRA – Department of Food and Rural Affairs

1. Purpose of Report

- 1.1. To give members a background of the enforcement activities of Environmental and Community Protection food hygiene, health & safety, nuisance, private water supplies, environmental permitting, fly tipping, high hedges etc.
- 1.2. The duties placed on the Council and thus ECP derive from statute so the must be delivered.
- 1.3. The Policy updates the previous policy to reflect changes in governmental changes Better Regulation Delivery Office to the Office Product [Safety](#) and Standards, clarifies the enforcement options available to the Council.
- 1.4. The policy details the many enforcement options which are using when appropriate in a graduated manner so ensuring fairness and reflecting the seriousness of any offending/non-compliance.

2. Background

- 2.1 An enforcement policy allows the Council inform those it interacts with (both businesses and individuals) how they can be expected to be treated when receiving an interaction from the regulatory officers.
- 2.2 Whilst the vast majority of interventions from ECP result in no enforcement, unfortunately there is a small minority of individuals and businesses where enforcement action is needed. This enforcement action is need to:
 - Ensure compliance with legal standards
 - Ensure food is produced in a hygiene manner so not putting the health of residents at risk

- Ensure workplaces comply with health & safety law so that those who work within Dacorum do not suffer injuries or adverse health outcomes which impact their and their families lives and places a burden on the health service
- Ensure that those businesses that we authorise/permit comply with Environmental standards.
- Using a graduated approach deal with minor offending without burdening the criminal justice or place undue burdens on the individual or business.
- Ensure that when an individual or business has committed a serious offence the Council is able to use the enforcement tools afforded by the law to bring justice to the victims of their offending.

3 **Legislation and Statutory Duty;**

- 3.1 Local Authorities are agents of the state responsible for ensuring compliance with Acts of Parliament and Statutory Instruments.
- 3.2 Agencies of Central Government such as the FSA, HSE, DEFRA instruct local authorities how to regulate and require annual returns on the work of the authority. Local Authorities can introduced localised legislative measures such by-laws that govern street trading, or PSPOs (Public Spaces Protection Orders).
- 3.3 The enforcement action taken by ECP has many built it safe guards such as appeals against any notice served, a right to a fair trial, investigation undertaken in line with the Police and Criminal Evidence Act 1984, when being formally questioned under caution to right to be represented.

Recommendations for next steps:-

1. Policy is noted by the committee.

Dacorum Borough Council



Enforcement Policy of: Environmental & Community Protection

Version Control	Version 1
Status of Strategy	Decided at meeting: Cabinet
Sponsor	AD
Author/Reviewer	Report author: Paul O'Day Publication date: 2021
Approved	Cabinet meeting:
Review Date	2024

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1. Introduction & Scope

- 1.1 This policy seeks to illustrate how Environmental & Community Protection will apply its enforcement powers. This could range from criminal prosecutions at one end of the spectrum to informal warnings or advice at the other. This policy is underpinned by procedures that ensure consistency of approach by officers.
- 1.2 This Enforcement Policy details the principles to be adopted by all services and officers exercising any of the enforcement functions. The Environmental & Community Protection is stating its commitment to services which are courteous, helpful and work with individuals and businesses, wherever possible, to help them comply with the law.
- 1.3 Environmental & Community Protection will avoid imposing unnecessary regulatory burdens through their regulatory activities and where suitable shall assess whether similar social, environmental and economic outcomes could be achieved by less burdensome means. However the Council cannot neglect its statutory inspection functions or other duties imposed upon it.
- 1.4 The Council acknowledges the need for firm action against those who flout the law and put consumers and others at risk. The Council expects all officers taking enforcement decisions to take the Policy as a guide when making their decision. Every case must be decided on its own individual facts. Officers must ensure that, if they depart from the Policy when they make their decision, they can provide reasons for doing so.
- 1.5 This document represents the Environmental & Community Protection Corporate Policy, which may in some instances be supplemented, by more specific and detailed guidance given by the specific regulator e.g. Food Standards Agency, Health & Safety Executive.
- 1.6 The purpose of this policy is to outline the Council's approach when securing compliance with the law, and should leave most readers in no doubt as to what they can expect by way of enforcement action from Environmental & Community Protection as part of Dacorum Borough Council. The policy cannot be absolutely prescriptive due to the complexity and variety of activities enforced and also the frequency of changing guidance and legislative requirements.
- 1.7 When designing and reviewing policies, operational procedures and practices, Environmental & Community Protection will consider how we may be able to support individuals, or enable economic growth for compliant businesses and other regulated entities, for example, by considering how we can best:
 - understand and minimise negative economic impacts of our regulatory activities;
 - minimising the costs of compliance for those regulated;
 - improve confidence in compliance for those regulated; and encourage and promote compliance.

2. The Principles of Good Regulation

This document has been prepared with regard to the current principal legislation and statutory guidance including:

2.1 Regulators' Code (Better Regulation Delivery Office, 2014)

2.1.1 Regulators must have regard to the Regulators Code when developing policies and operational procedures. This policy is based on the six principles of good regulation as identified in the code being:

- 1) Regulators should carry out their activities in a way that supports those they regulate to comply and grow
- 2) Regulators should provide simple and straightforward ways to engage with those they regulate and hear their views
- 3) Regulators should base the regulatory activities based on risk
- 4) Regulators should share information about compliance and risk
- 5) Regulators should ensure clear information, guidance and advice is available to help those they regulate meet their responsibilities to comply
- 6) Regulators should ensure that their approach to their regulatory activities is transparent.

2.1.2 This Policy is based on the principles of good regulation in accordance with the Regulator's Code, all regulatory interventions with individuals and businesses will be:

i) Proportionate

Environmental & Community Protection will make sure that we take a proportionate approach to those they regulate, based on relevant factors including:

- i) Nature of the non-compliance
- ii) Willingness of the individual or business to comply with the legislation
- iii) Co-operation of the individual or business with the regulatory to comply
- iv) Previous compliance history of the individual or business across the regulatory spectrum
- v) Seriousness of the non-compliance
- vi) Whether the non-compliance took advantage of the vulnerable
- vii) Whether the non-compliance was motivated by financial gain, for example, business size and capacity.

ii) Accountable

Environmental & Community Protection will ensure that the activities it undertakes will be open to public scrutiny with clear and accessible policies and operate a fair and efficient complaints procedure (details in section X).

iii) Consistent

Environmental & Community Protection will carry out their duties in a fair and consistent manner. Regard will be given to national and statutory guidelines, as well as any other arrangements in place to promote consistency.

iv) Transparent

Environmental & Community Protection are committed in applicable circumstances and as far as practicably possible, to provide open and transparent advice, guidance and information. Information such as fees and charges will be published in advance of agreeing with any person to become liable for them

Steps will also be taken to ensure that those that are regulated are always aware of what is a statutory requirement necessary to comply with the law, what is considered best practice if applicable or what is considered as being optional not compulsory for a business or individual to follow

v) Targeted to situations which need action.

Environmental & Community Protection will take an evidence based approach to determining the priority risks in their area of responsibility, and will allocate resources where they would be most effective in addressing those priority risks.

Environmental & Community Protection will consider risk at every stage of their decision-making processes, including choosing the most appropriate type of intervention or way of working with those regulated; targeting checks on compliance; and when taking enforcement action.

When assessing risk, Environmental & Community Protection will consider where possible the compliance record of those they regulate, including using earned recognition approaches e.g. businesses that are implementing assured advice from their Primary Authority Partnership.

2.1.2 Environmental & Community Protection have had regard to the Regulator's Code in the preparation of this enforcement policy, as well as in any operational procedures.

2.1.3 The Code permits in certain instances, if concluded that a provision of the Code is not relevant or outweighed by another provision, to depart from it. If this occurs, it shall be ensured that any decision to depart from the Code is properly reasoned, based on material evidence and documented

2.2 Protection of Human Rights

- 2.2.1 The provisions of the European Convention on Human Rights such as Article 1 of the First Protocol, Article 8 and Article 14 are relevant when considering any enforcement action. There is a clear public interest in enforcing relevant public and environmental protection regulations, in a proportionate way. In deciding whether enforcement action is taken, the council should, where relevant, have regard to the potential impact on the health, welfare of those affected by the proposed action, and those who are affected by the breach of regulations.
- 2.2.2 In particular, due regard will be given to the right to a fair trial and right to respect for private and family life, home and correspondence.

2.3 Data Protection Act 2018

- 2.3.1 In all cases of sharing information, the principles of the Data Protection Act 2018
- 2.3.2 Environmental & Community Protection will where possible collectively follow the principle of “collect once, use many times” when requesting information from those they regulate, avoiding where possible repeated visits or requests for the same information.
- 2.3.3 When the law allows, both internal departments and external regulators should agree secure mechanisms to share information with each other about businesses and other bodies they regulate, to help target resources and activities and minimise duplication. This may include for example data sharing protocols between this authority, neighbouring local authorities, and other regulators and the Police to tackle incidents of crime and disorder.

2.4 Regulatory Enforcement and Sanctions Act 2008

- 2.4.1 The Regulatory Enforcement and Sanctions Act 2008 imposed upon Regulation and Enforcement a duty to:
- (a) have regard to any guidance given to a Local Authority by OPSS (Office for Product Safety and Standards formerly Better Regulation Delivery Office which became Regulatory Delivery in 2016 and is now OPSS),
 - (b) a duty to comply with guidance where we are directed to do so by OPSS,
 - (c) a duty to have regard to any list of enforcement priorities published by OPSS.
- 2.4.2 The Act also established the ‘Primary Authority’ scheme, and Environmental & Community Protection will comply with the requirements of the Act when considering enforcement action against any business or organisation that has a Primary Authority relationship

2.5 The Code of Crown Prosecutors

- 2.5.1 When deciding whether to prosecute, due regard is given to the Code of Crown Prosecutors as issued by the Director of Public Prosecutions, including the two tests that must be satisfied being

The Evidential Test

We must be satisfied that there is sufficient evidence to provide a 'realistic prospect of conviction' against each defendant on each charge. A realistic prospect of conviction is an objective test that means that a jury or bench of magistrates, properly directed in accordance with the law, is more likely than not to convict the defendant of the charge alleged. This is a separate test from the one that the criminal courts themselves must apply.

The Public Interest Test

The public interest will be considered in each case where there is sufficient evidence to provide a realistic prospect of conviction. We will balance factors for and against prosecution carefully and fairly. Public interest factors that can affect the decision to prosecute usually depend on the seriousness of the offence or the circumstances of the suspect. Some factors may increase the propensity to prosecute but others may not.

2.6 Equalities, vulnerable groups and people in minority groups

- 2.6.1 The enforcement services covered by this compliance and enforcement policy will align with and meet the equality policies and objectives adopted by the council. We will aim to effectively support and promote access to our enforcement services recognising the diversity of the communities we serve and ensure that residents and businesses are treated equally and fairly through the delivery of our services.

2.7 Better Business For All

- 2.7.1 Dacorum Council has signed up to 'Better Business for All' (BBfa). BBfa is Hertfordshire regulators' response to reducing regulatory burdens on business and aims to support growth, by building stronger relationships between businesses, local regulators and other interested parties. The partnership, which has been endorsed by all of the county's local authority Leaders, was formed in 2013 and includes representatives from both business and regulators.

3. Dealing with Non-Compliance

3.1 Principles of Action

- 3.1.1 In cases where non-compliance is found by Officers, action shall be taken to achieve one or more of the following outcomes:
- Change the behaviour of the offender to achieve future compliance
 - Eliminate any financial gain or benefit from non-compliance
 - Deter repeat non-compliance
 - Remove the harm caused by non-compliance
 - Make safe any non-compliance involving a breach of safety legislation
 - Refer, where applicable, breaches to another enforcement body

3.2 Investigations

- 3.2.1 In conducting any investigation into non-compliance, due regard will be had to associated guidance, codes of practice and legislation, including:
- Police and Criminal Evidence Act 1984
 - Criminal Procedure and Investigations Act 1996
 - Regulation of Investigatory Powers Act 2000
 - Criminal Justice and Police Act 2001
- 3.2.2 Formal interviews, under the Police and Criminal Evidence Act 1984, shall be conducted where a person, company or other legal entity is suspected of breaching legal requirements and formal action is considered.
- 3.2.3 Officers reserve the right not to offer this facility if it is not feasible to do so or cannot be facilitated
- 3.2.4 Officers will also comply with any requirements of the particular legislation under which they are acting, and associated codes of practice and guidance.

3.3 Powers and Authorisation of Officers

- 3.3.1 Officers will be duly authorised to carry out certain activities in line with competence, assessment and or qualification. This includes, but not limited to:

Powers of Entry

- The council through a wide range of legislation is provided with specific powers of entry, which is a right for a person (usually in the form of delegated authority from the council to named

officers) to legally enter defined premises, such as businesses, vehicles or land for specific purposes.

- Powers of entry include enabling our officers to undertake inspections and investigations for a wide range of regulatory responsibilities including food safety, health and safety and environmental protection legislation, in addition to dealing with emergencies or searching for evidence during those investigations. Officers are allowed to do once they have entered the premises. This might, for instance, include conducting a search, seizing relevant items or collecting samples.

Powers of Seizure

- The council through a wide range of legislation is provided with specific powers of seizure, including goods, documents and items.
- Where any seized items are subject to any form of testing, the results of that testing will be made available to the person who had ownership of the goods

3.3.2 Environmental & Community Protection have processes and procedures in place to ensure that the Officers are competent, capable and suitably qualified.

3.3.3 We will ensure our enforcement officers are equipped with the appropriate level of skills, competencies and experience commensurate with the role and responsibilities and the support necessary to undertake their job effectively and efficiently. Continuing Professional Development (CPD), qualifications, training and development to meet statutory codes of practice, HSE's Section 18 Standard.

3,3.4 Environmental & Community Protection will ensure that officers have the necessary knowledge and skills to support those regulated, including having an understanding of those regulated to enable us to choose proportionate and effective approaches.

3.3.5 Environmental & Community Protection will ensure that their officers understand the statutory principles of good regulation as detailed in the Legislative and Regulatory Reform Act 2006 and of the Regulators Code, and how the regulator delivers its activities in accordance with them.

3.4 Obstruction of an Officer

3.4.1 Under a number of pieces of legislation that Officers enforce and are authorised under, there is an offence of obstructing an officer in the conduct of their duties. This can include failing to give appropriate assistance, providing false information, and stopping an Officer from conducting an inspection.

- 3.4.1 Obstruction is taken very seriously, as it is the prevention of a person from doing their lawful duty to protect public and environmental health. Formal action will be considered, including prosecution, if the person(s) does not take heed to being advised to desist (either verbally or in writing)

4. Enforcement Action

- 4.1 When determining the type of enforcement action to take, consideration will include:
- Seriousness in terms of impact or likely impact on public safety and health and local environment
 - Council policies and priorities
 - Risk to animal health and welfare
 - Deliberate or repeated non-compliance
 - Economic disadvantage to other businesses caused by the non-compliance
 - Public confidence
 - Relevant national criteria
- 4.2 In responding to non-compliance Environmental & Community Protection will clearly explain what the non-compliant item or activity is, the advice being given, actions required or decisions taken, and the reasons for these. Environmental & Community Protection will provide an opportunity for dialogue in relation to the advice, requirements or decisions, with a view to ensuring that we acting in a way that is proportionate and consistent, but equally achieving compliance to protect wider society.
- 4.3 The above paragraph does not apply where immediate enforcement action is required to prevent or respond to a serious breach, or where providing such an opportunity would defeat the purpose of the proposed enforcement action e.g. obtaining a warrant, prohibition notices, stop notices, seizure of animals in distress.
- 4.4 Where action is taken Environmental & Community Protection we will provide an impartial and clearly explained route to appeal against a regulatory decision. This will be in plain language and include practical information on the process involved
- 4.5 The enforcement options available are dependent on the legislation being enforced and the sanctions available to the Council, some are mandatory. If the Council fails to act when it is under a statutory duty then the Council itself could be acting unlawfully.

The list below demonstrate some of the enforcement options but is not definitive nor exhaustive:

- No action
- Informal action and advice
- Fixed Penalty Notices
- Detention/seizure of food/goods/equipment
- Simple caution
- Prosecution

No Action

In some circumstances, contraventions of the law may not justify any action. Examples include where the cost of compliance to the offender outweighs the detrimental impact of the contravention, or the cost of the required enforcement action to the council outweighs the detrimental impact of the contravention on the community. A decision of no action may also be taken where formal enforcement is inappropriate in the circumstances, such as where a trader has ceased to trade. Such decisions will take into account the public interest principle and in such cases we will advise the offender and any 'victim' of the reasons for taking no action.

Informal action and advice

For minor breaches we may only give verbal or written advice. We will clearly identify any contraventions and give advice on how to put them right. We will include a deadline by which this must be done. The time allowed will be reasonable and take into account the seriousness of the contravention and the implications of the non-compliance. For example, inspections of food businesses under the food hygiene legislation will include what will be required to meet food safety legal requirements and our officers will determine the necessary actions and time allowed to meet the legal requirements.

Environmental & Community Protection will provide advice and guidance that is focused on assisting those they regulate to understand and meet their responsibilities. When providing advice and guidance, legal requirements should be clearly distinguished from suggested good practice and the impact of the advice or guidance should be considered so that it does not impose unnecessary burdens in itself.

Regulators should publish guidance or signpost to external sources of information. Where the Environmental & Community Protection has produced the guidance this should be presented in a clear, accessible, concise format, using media appropriate to the target audience and

written in plain language for the audience, and review the effectiveness of the guidance they produce to ensure that it meets their needs.

Environmental & Community Protection shall seek to create an environment in which those they regulate have confidence in the advice they receive and feel able to seek advice without fear of triggering enforcement action. When responding to requests for advice, our primary concern shall be to provide the advice necessary to support compliance, and provide advice that can be relied on.

Fixed Penalty Notices

Certain offences are subject to fixed penalty notices (FPNs). A FPN can be offered as an alternative to going to Court. They are available for some low level offences and avoid a criminal record for the defendant. Where legislation permits an offence to be dealt with by way of an FPN, we may choose to administer an FPN on a first occasion without issuing a warning, for example, for environmental offences under the Environmental Protection Act 1990, the Anti-social Behaviour Act 2003 and a number of other pieces of legislation, as amended and extended by the Clean Neighbourhoods and Environment Act 2005. These include smoke free, litter, graffiti, certain noise nuisance and parking offences.

Detention/seizure of food/goods/equipment

Some legislation enables authorised officers to seize or detain food, goods, equipment or documents, for example unsafe food, sound equipment that is being used to cause a statutory noise nuisance. When we seize goods we will give the person from whom the goods are taken an appropriate Goods Seized Notice.

Where the non-compliance under investigation amounts to anti-social behaviour such as persistent targeting of an individual or a group of individuals in a particular area then, where appropriate, an ASBO or CRASBO will be sought to stop the activity.

Simple Caution

A simple caution is an admission of guilt, but is not a form of sentence, nor is it a criminal conviction.

For a simple caution to be issued a number of criteria must be satisfied:

- Sufficient evidence must be available to prove the case.
- The offender must admit the offence.
- It must be in the public interest to use a simple caution.
- The offender must be 18 years or over.

Officers will not offer a caution where the offender has received one already for a similar offence within the last 2 years.

A record of the caution will be kept on file for 2 years. If the offender commits a further offence, the caution may influence our decision to take a prosecution

Prosecution

A prosecution will normally ensue where the individual or organisation meets one or more of the following criteria:

- Deliberately, recklessly, negligently or persistently breached legal obligations, which were likely to cause material loss or harm to others.
- Deliberately or persistently ignored written warnings or formal notices.
- Endangered, to a serious degree, the health, safety or wellbeing of people, animals or the environment.
- An attempt to make financial gain at the expense of others.
- Assaulted or obstructed an officer in the course of his/her duties.

4.3 In some instances where enforcement action has been taken, the Council may choose to publicise it, but in making such a decision each case will be looked at and consideration given to:

- Whether the offence is widespread, particularly in an area, and coverage will assist in securing compliance by others
- Drawing attention to particular serious hazards
- Public interest

5. Appeals and Complaints

- 5.1 Enforcement notices will detail the methods of appeal e.g. Employment Tribunal, Magistrates Court, Planning Inspectorate Where appeals are dealt with internally the individual officers involved in the initial decision or action against which the appeal is being made will not be involved in considering the appeal e.g. appeal against a Food Hygiene Rating score, the appeal will be heard by different officer than provided the rating.
- 5.2 An internal complaints procedure is available should an individual or business wish to question an enforcement decision when no other formal or specific appeals avenues are available. This does not apply to prosecutions as the hearing itself will be the arena that the individual or business can present their own case.

- 5.3 We will strive to satisfy those we serve, recognising that enforcement actions will not be welcomed by those who are the subject of those actions. By meeting the requirements set out in this policy we hope that this will ensure satisfactory service delivery. However, where individuals directly affected by our services consider the service standards have not been met, then they can seek redress through the council's complaints procedure.
- 5.3 It should be noted that a complaint against an Officer will not automatically remove the Officer from the case nor invalidate any formal action taken (especially if there is an appeal process in place connected to the formal action). It will be for the line manager of the Officer to decide if they are to continue on the case based on the evidence provided, or whether another Officer will accompany them on future visits for the protection of both parties.
- 5.4 Details about the Councils complaint procedures can be found at <http://www.dacorum.gov.uk/docs/default-source/complaints/dacorum-borough-council-corporate-complaints-policy.pdf?sfvrsn=4>

6. Working and Liaison with External Agencies and other Regulatory Bodies

- 6.1 Where there is a wider regulatory interest, enforcement activities covering Environment and Public Protection will be co-ordinated with other regulatory bodies and enforcement agencies to maximise the effectiveness of any enforcement.
- 6.2 Where an enforcement matter affects a wider geographical area beyond the council's boundary, or involves enforcement by one or more other local authorities or organisations, where appropriate all relevant authorities and organisations will be informed of the matter as soon as possible and all enforcement activity coordinated with them.
- 6.3 Where a business operating in more than one local authority and has chosen to have a registered PAP under the Regulatory Reform Act 2006, we will, where required, comply with the agreement provisions for enforcement and notify the relevant Primary Authority of the enforcement action we propose to take. We may under the Act also refer the matter to the relevant enforcement body if appropriate. The council will share intelligence relating to wider regulatory matters with other regulatory bodies and enforcement agencies including:
- Government Agencies for example the Health and Safety Executive and Food Standards Agency
 - Police Forces
 - Fire Authorities
 - Other Local Authorities

- 6.4 We will recognise businesses efforts to comply with regulatory requirements and standards and will use our resources effectively to explore alternative compliance and enforcement approaches to secure compliance.
- 6.5 Where there is a legal basis to do so, we will look to recover our costs and make reasonable charges for the time and effort spent on investigating and taking enforcement action.

7. Benchmarking

- 7.1 We work with organisations such as the the Food Standards Agency, the Health and Safety Executive and the Local Government Association to share data on our performance and facilitate benchmarking.

8. Freedom of information

- 8.1 Requests for information may be made under the Environmental Information Regulations 2004 and the Freedom of Information Act 2000. The council publishes guidance on how to make requests.

9. Review of Policy

- 9.1 We will undertake an annual review of this Enforcement Policy and report to the councils Strategic Planning and Enforcement Overview and Scrutiny Committee quarterly on our activities, performance and regulatory outcome.
- 9.2 Environmental & Community Protection will ensure that we have mechanisms in place to engage with those we regulate, citizens and others to offer views and contribute to the development of policies and service standards. Before changing policies, practices or service standards, Environmental & Community Protection will consider the impact and where suitable engage with resident and business representatives. This revision merely brings the current policy up to date but does not alter the enforcement principles.

10. Have your say

- 10.1 Please tell us your views on the policy and include any comments or questions you have for us via email:

ecp@dacorum.gov.uk

OR

use the space below and return to the following address:

FAO, Environmental and Community Protection, The Forum, Marlowes, Hemel Hempstead, Herts, HP1 IDN.

Name:

Address:

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DRAFT

Appendix A: Food Hygiene

For the purposes of Food Safety, this policy is intended to satisfy the criteria as set out in “The Framework Agreement on Official Feed and Food Controls by Local Authorities” produced by the Food Standards Agency.

The enforcement approach to food hygiene matters will have regard to:

1. Food Law Code of practice
2. Food Law Practice Guidance Note

These documents are produced by the Food Standards Agency and are regularly updated. Environmental & Community Protection will ensure that the most current version is consulted as they advise when it is appropriate to serve notices, offer voluntary or formal closure.

Appendix B: Health & Safety at Work

For the purposes of Health & Safety, this policy is intended to satisfy the criteria as set out in the “Health and Safety Executive / Local Authorities Enforcement Liaison Committee (HELA) guidance” in terms of references to a Local Authority’s enforcement policy.

The enforcement approach to health & safety matters will have regard to:

1. The Enforcement Management Model
2. Local Authority Circulars

These documents are produced by the Health & Safety Executive and are regularly updated. Environmental & Community Protection will ensure that the most current version is consulted. The Enforcement Management model guides health & safety regulators on the most appropriate course of action ranging from informal advice through to prosecution.

Appendix C: Noise and Nuisance

The enforcement approach to noise and nuisance will have regard to:

1. The Environmental Protection Act 1990
2. Anti-social behaviour, Crime and Policing Act 2014: Anti-social behaviour powers. Statutory guidance for frontline professionals

Appendix D: Environmental Permitting/Contaminated land

Environmental Permitting:

The enforcement approach to environmental permitting matters will have regard to:

1. Environmental Permitting General Guidance Manual on Policy and Procedures for A2 and B Installations (April 2012)
2. Local Air Pollution Prevention and Control. LAPPC Risk Method (July 2013)

Contaminated Land:

The enforcement approach to contaminated land matters will have regard to:

1. Environmental Protection Act 1990: Part 2A – Contaminated Land Statutory Guidance (April 2012)

Appendix E: Dogs

Dangerous Dogs Law – Guidance for Enforcers

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/69263/dogs-guide-enforcers.pdf

Dealing with irresponsible dog ownership: practitioners' manual



Dacorum Borough Council - Community Impact Assessment

Please read the Guidance on completing a Community Impact Assessment

Once completed, please review and gain sign off from the relevant Group Manager.

Email the signed off copy to Customer Intelligence and Policy Officer Isobel Benton-Slim to publish.

If you have any further questions about how to complete this form, please contact Isobel Benton-Slim x2936

1. About the Project, service change or policy development

Responsible officer	Paul O'Day/Emma Walker
Name and description of project, service or policy	
Enforcement Policy – Environmental & Community Protection (ECP)	

2. Identifying the community impact

What impacts will this change have on the community?			
Information which might be useful in thinking about this includes our equality profiles , available for a number of demographic groups in Dacorum, and Spotlight on Dacorum , which provides information about the Borough as a whole and signposts users to detailed statistics at ward / postcode level through neighbourhood statistics.			
	Positive	Negative	What are the positive and negative impacts? How will the positive impacts be enhanced? How will the negative impacts minimised/eliminated?
The community in general e.g. social or economic benefits or negative impacts	X		<p>This policy will ensure enforcement taken by ECP is proportionate, accountable, consistent, transparent, and targeted.</p> <p>This policy will only apply to the minority of businesses and individuals that are not complying with the law.</p> <p>The benefits of appropriate enforcement will improve workplaces, hospitality venues and the environment of all residents in Dacorum.</p>
On DBC as an organisation e.g. on staff or operations	x		This enforcement policy provides guidance to officers as to the enforcement options available for non-compliance to ensure consistent across the department.
The specific demographic considerations or characteristics e.g. age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation - specify where impacts are different for different considerations			Nothing in this enforcement policy has a discriminatory element that would adversely effect a business or individual based on their : age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The environment e.g. effects on the climate, trees, amenity space, biodiversity, water, energy, waste, material use, air quality	x		This enforcement policy will have a positive impact on the environment as it will restrict and/or prevent further non-compliances that adversely impact the environment such as fly tipping, or creating a nuisance.
Any community issues identified for this location , if the project is based in a specific area – state if this is not applicable e.g. if there are no specific issues for this location or if the project is district-wide			The Enforcement Policy is district wide.

What evidence have you used to assess the impact on the community? What baselines have been established and what data will be used to monitor the impact?
The Enforcement Policy is bring up to date a previous policy, and ensure that will of Parliament is delivered via delegated authority.

What steps have you taken or plan to take to consult the whole community or specific groups affected by the service or policy development? E.g. on-line consultation, focus groups, consultation with representative groups?
No specific group affected by the Enforcement Policy.

3. Review

How will you review the impact, positive or negative once the service or policy has been implemented?		
Action	By when	By who
Formal Review	1 year from the date of the Enforcement Policy approval.	Emma Walker

Name of responsible officer: Paul O'Day
Role: Team Leader- Environmental Health
Date: 5/10/2021

Reviewed and signed off by: Emma Walker
Role: Group Manager, Environmental & Community Protection
Date: 5/10/2021

Please email completed Community Impact Assessment to Isobel.benton-slim@dacorum.gov.uk to be published.



**Agenda item: Food
Service Plan 2021/20220**

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

Title of report:	Food Service Plan 2021/202
Contact:	Julie Banks- Portfolio Holder for Community and Regulatory Services Author/Responsible Officer Emma Walker, Group Manager (Environmental and Community Protection) Paul O'Day, Team Leader, Environmental Health Rebecca Connolly. Lead Officer, Food, Health & Safety Richard LeBrun, Assistant Director (Neighbourhood Delivery)
Purpose of report:	To provide Members with sufficient information to approve the FSA: COVID 19 Local Authority Food Service Recovery Plan in place of the Food Service Plan 2021/2022
Recommendations	For Information only.
Corporate objectives:	Resources and Value For Money; Optimise Resources and Implement Best Practice.
Implications:	<u>Financial</u> None.
'Value for money' implications	<u>Value for money</u> Supports the Council in achieving Value for Money for its citizens.
Risk implications	Risk Assessment completed for each service area as part of Service planning and reviewed quarterly. Key risks are recorded on the Council's Risk Register which has been Updated recently. The key risks relate to not achieving statutory targets and failing to protect the public/businesses from Environmental Health Risks : <ul style="list-style-type: none"> • If statutory targets are not achieved the service can be Taken over and managed by the Government.

	<ul style="list-style-type: none"> • Potentially the public & businesses put at risk • Legal action taken against the Council • Reputational damage to Council
Equality Impact Assessment	
Health and safety Implications	None
Consultees:	
Background papers:	
Historical background <i>(please give a brief background to this report to enable it to be considered in the right context).</i>	
Glossary of acronyms and any other abbreviations used in this report:	AES- Alternative Enforcement Strategy ECP - Environmental and Community Protection EHC – Export Health Certificate ETSF – External Temporary Storage Facilities FAFA – Food Alert For Action FTE – Full time equivalent FSA – Food Standards Agency FHRS - Food Hygiene Rating System LGA – Local Government Association. ROF - Regulating Our Future PA – Primary Authority PHE – Public Health England POAO - Products of Animal Origin

1. Background

1.1. The Service Plan is dedicated to the food law enforcement functions undertaken by the Environmental Health Service, Environmental and Community Protection (ECP), Neighbourhood Delivery Directorate. The Service Plan includes details of works carried out under food safety legislation.

1.2. .

1.3. The scope of the service plan covers specific areas relating to:

- Food safety and hygiene enforcement
- Infectious disease investigations

1.4. The Food Service Plan expresses the Council's commitment to the development of the food service and the requirements set by the Food Standards Agency (FSA) who monitors and audits local authorities' activities on food law enforcement. The Service Plan helps to ensure that the national priorities and standards are addressed and delivered locally.

1.5. The FSA, in the Framework Agreement, requires that the Food Service Plan be suitably approved, whether this is by Senior Officers or by members. The format of the service plan is dictated by the Framework Agreement and must cover the following areas:

- Service aims and objectives
- Background
- Service delivery
- Resources
- Quality Assessment
- Review

2. Purpose of the Food Service Plan - Service Aims and Objectives

2.1.1 The service plan outlines the work the council will undertake to ensure they carry out their statutory obligations as the competent food authority within Dacorum. This involves intervention planning and implementation that is undertaken in line with the regulators code in a proportionate, accountable, consistent, transparent and targeted manner.

2.1.2 The Food Safety service plays a fundamental role in ensuring that the residents of Dacorum have an informed choice of where they can safely purchase food and drink. The Food Service also assist food businesses by providing advice on a range of food safety matters that can aid economic growth and prosperity.

2.1.3 The council aims to ensure that the food team is adequately resourced to deliver the food service within Dacorum despite increasing demands and difficulties recruiting permanent staff in recent years. All officers are appropriately trained and authorised to carry out a wide range of statutory functions.

2.1.4 The Food team, working together with other council departments and the public, ensure we have up to date information regarding the food businesses operating within our district. Ensuring this information is up to date enables us to focus on high risk premises and allocate our resources where they are needed most in order to protect the wider public health.

3. COVID 19 Pandemic - Impact on the Food Service Plan and the Recovery Plan.

- 3.1.1 The objectives and the implementation of the Food Service plan dated 2020/2021 have been significantly affected by the COVID 19 Pandemic. The objectives have not been met fully due to the diversion of resources to help with the councils COVID 19 response. This has been the main priority of the Environmental and Community Protection Department as a whole since the pandemic began.
- 3.1.2 Resources from the food team have been deployed to carry out local contact tracing, workplace outbreak investigations, Covid 19 complaint investigations and a range of targeted campaigns outlined in section 8 of the Food Safety Plan.
- 3.1.3 Throughout the duration of the pandemic the Food Standards Agency have issued COVID-19 Local Authority Enforcement Q&A guidance. These documents outlined how the FSA expect food and feed enforcement authorities to respond to the impacts of COVID-19 on delivery of official food and feed controls. Dacorum have followed this guidance throughout the pandemic.
- 3.1.4 At the time of writing the Food Service Plan the FSA published the COVID 19 Local Authority Recovery Plan: guidance and advice to local authorities for the period from 1 July 2021 to 2023/24. Dacorum have proposed follow this recovery plan instead of the usual requirements in full of the Food Safety Service Plan 2021/2022.
- 3.1.5 The guidance and advice outlined in the plan aim to ensure that during the period of recovery from the impact of COVID-19, local authority resources are targeted where they add greatest value in providing safeguards for public health and consumer protection in relation to food. It also aims to safeguard the credibility of the Food Hygiene Rating Scheme (FHRS).
- 3.1.6 The FSA COVID 19 Local Recovery Plan is will be subject to the ongoing pressures of COVID 19 and the food team will be reporting back to the FSA at regular intervals by completing the Temp Check surveys to identify at the earliest opportunity any problems that we may have following this plan. Any deviation to the plan will be reported to the Portfolio Holder at regular meetings with the Service.
4. Recent updates to the Food Service Plan Section 7.2
 - 4.1.1 On the 5th of July 2021 Dacorum attended Watford Employment Tribunal to defend the decision to serve a Health and Safety Prohibition Notice and Health and Safety Improvement Notice in Jan 2020 on a local business. The hearing run over four days and the investigating officer was cross-examined by the defendant's legal representation and the employment tribunal judges. The Employment Tribunals ruling was received on the 20th August 2021. The investigating officers notices were affirmed with a small number of modifications. This outcome further justifies the decision to

prosecute this company for breaches of the Health and Safety at Work etc. Act 1974.

- 4.1.2 HICP Limited and Interstate United Kingdom Management Limited was fined £159,940 after a successful prosecution brought by Dacorum Borough Council.

On 22 September 2021, Peterborough Magistrates' Court imposed penalties totalling £159,940 on HICP Limited and Interstate United Kingdom Management Limited for safety failures leading to the injury of wedding party guests.

- 4.1.3 On the 6th December the Council was informed that the business mentioned in point 4.1.1 above have changed their not guilty plea to guilty.

DACORUM BOROUGH COUNCIL

FOOD SERVICE PLAN

2021-2022

Computer Reference: Controlled Document FS 002g

Updated by: Rebecca Connolly

Plan Reviewed: June 2021

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 - Annex 4 Food Safety Officer Competency Matrix Link
 - Annex 5 Dacorum Food Recovery Plan

COVID 19 Statement

The following food service plan is what the council would generally intend to deliver if we were not in a middle of a pandemic. It has reviewed the progress made in 2020/2021.

The Food Service Plan objectives for 2021/2022 have been set towards the end of June 2021 during the ongoing Covid-19 pandemic. Resources have been -and in many cases still are- diverted during the pandemic to activities related to reducing the spread of COVID-19.

The role of the Council and Environmental Health changed significantly during 2020/21 and priority has been given to local contact tracing, investigation of workplace outbreaks of COVID-19 and following up on COVID -19 complaints.

The Council has followed the COVID 19 Local Authority Enforcement guidance issued by the FSA throughout the pandemic and prioritised business as normal activities in line with this guidance and focused on the risk to public health.

The Council aims to follow the most recent FSA COVID 19 Local Authority recovery plan in order to deliver official controls and related activities in food establishments in Dacorum to ensure that businesses are complying with the requirements of food law and to enforce those requirements where necessary.

There is still a level of uncertainty at this current time due to the pandemic and resource planning has been particularly difficult. This may require that objectives change throughout the year.

The Dacorum Food Service Recovery Plan can be found below or in appendix 5



Dacorum Food
Recovery Plan.docx

1. Introduction

This Service Plan is dedicated to the food law enforcement functions undertaken by the Environmental Health Service, Environmental and Community Protection (ECP), Neighbourhood Delivery Directorate. The Service Plan includes details of works carried out under food safety legislation.

The scope of the service plan covers specific areas relating to:

- Food safety and hygiene enforcement
- Infectious disease investigations

The Food Service Plan expresses the Council's commitment to the development of the food service and the requirements set by the Food Standards Agency (FSA) who monitors and audits local authorities' activities on food law enforcement. The Service Plan helps to ensure that the national priorities and standards are addressed and delivered locally.

The FSA 'Framework Agreement on Official Feed and Food Controls By Local Authorities', provides service planning guidance and provides the format for this document. This is to enable the FSA to assess our delivery of the Service Plan and to enable comparison with (and benchmarking against) other local authorities.

The FSA, in the Framework Agreement, requires that the Food Service Plan be suitably approved, whether this is by Senior Officers or by members. Dacorum Borough Council service plan is approved by senior managers.

1.1 Current and Emerging issues

Public Health Agenda

The food team is looking into ways in which they can feed into the public health agenda.

The food team will assist Public Health England during the COVID 19 pandemic.

As previously mentioned the Food team are currently assisting with all local contact tracing, workplace outbreaks and Covid complaints that has diverted a large amount of resources away from the food team to focus on the COVID 19 response.

National Food Hygiene Rating Scheme (nFHRS)



The nFHRS operates in partnership with the Food Standards Agency (FSA) providing consumers with an easy to understand single scheme across the UK. After a programmed food inspection a food premises are given a rating (from zero to five) based on the findings of the inspection. The scheme is operated in strict compliance with the nFHRS Brand Standard and monitored to ensure a consistent approach amongst officers. The scope of the FHRS in England extends to establishments supplying food direct to consumers. This includes restaurants, cafes, takeaways, sandwich shops and other places where people eat food prepared outside of the home, as well as food retailers. There are some food businesses within Dacorum that fall outside of the scope of the scheme because they do not sell direct to the final consumer e.g. manufacturers who do not have a retail element and businesses that are not recognised as a food business e.g. childminders.

If the food business thinks their rating following an inspection is wrong or unfair they can appeal in writing or complete an appeal form and send it to the Food and Health and Safety Officer within 21 days of being notified of their rating.

The food business also has the “right to reply” which is different from an appeal. It gives the food business an opportunity to explain if there were unusual circumstances at the time of inspection or what steps they have taken since to rectify contraventions.

The food business also has an opportunity to request a rescore re-visit but only if the improvements to hygiene have been made following an inspection. The council have recently introduced a charge for a rescore re-visit request of £179.

1136 food premises in Dacorum are currently in the scheme.

Intervention Planning and Implementation

Whilst primary food hygiene inspections will continue to form an important part of our regulatory function, the Food Standards Agency has enabled a more holistic, targeted approach, by using a range of interventions. These include, Partial Audits, Sampling, etc.

The Regulating Our Future (ROF) Change Programme

The service plan introduces the Food Standards Agency's aims of its 'The Regulating our Future' (ROF) Change Programme' which seeks to change the regulation and inspection of food businesses by 2020 (Annex 1). The Food Standards Agency deadline regarding this has slipped due to EU exit and COVID 19. The Council are still waiting to hear the longer term plans for food regulation in the future. The FSA have focused on a series of guidance documents to assist Local Authorities with enforcement priorities throughout the COVID 19 Pandemic and developing a COVID 19 Local Authority Recovery Plan. The first draft of the plan was published in June 2021.

Health Certificates

We have had a steady request for health certificates in 2020/2021. In total 296 certificates were issued. Businesses wishing to export their food items to destinations outside of the EU may require certification, from this department. This is not a statutory duty, however to assist our customers in running their businesses we do provide this service for a fee. The certification process has also been streamlined making it easier for our customers to request and pay for a certificate and reducing the administrative burden on the food team.

EU Transition

Exported Products of Animal Origin (POAO) will require Export Health Certificate (EHC) and businesses may request these from the Local Authority. As mentioned above DBC intend to assist our customers in running their businesses and will operate a fee paying service.

EHO's from DBC have attended Imported Food refresher training to ensure officers are competent to undertake the inlands checks and take the appropriate action if the situation arises.

DBC are also a member of the Hertfordshire EU Exit Food Resilience Group and attend meetings as and when required.

DBC have ensured that food & drink businesses can access the most up to Post –EU Exit guidance on our websites relating to importing and exporting food products.

The impact of leaving the EU on the food team's workload and resources has been less than expected. This is may be due to the UK government's decision to delay checks on food imports from the EU at the time of writing this service plan.

On-line Food Ordering Platforms

This year a number of the popular on-line food ordering services, including Just Eat and Deliveroo, announced that they would be introducing a minimum FHRS rating in order to be listed on their platforms. This is a positive and welcome move to raise standards in the industry.

Although a welcome move, the announcement has placed additional pressures and demands on the Service, including:

- Requests from food business operators to undertake inspections outside the planned inspection programme. We have seen a 50% increase in revisit request in 2020/2021 compared to 2019/2020.
- Direct pressure on officers during an inspection to award higher food hygiene ratings.
- Increase in the number of appeals in relation to FHRS ratings. This has not been demonstrated in 2020/2021 with food businesses opting to request a rescore revisit instead.

2. Service Aims and Objectives

2.1 Aims and objectives

- Protection of public health by ensuring the safety of food (including water) used for human consumption
- Preventing the occurrence and spread of infectious disease of environmental origin
- Providing accurate and consistent advice and information to businesses and the public
- Working with food businesses to ensure legal compliance
- Dacorum Borough Council's ECP Department are committed to provide 'a balanced service' in relation to food safety. Our service is driven by the four following criteria and the Regulators Code:
 - ❖ Demand driven – complaints/requests, food alerts for action, food poisoning, etc.
 - ❖ Inspection driven – programmed food visits, sampling programmes
 - ❖ Education driven – home authority principle, primary authority principle, public awareness campaigns, FHRS, FSA initiatives etc.
 - ❖ Intelligence driven – Food Alerts For Action, port health notifications, sampling

2.2 Links to corporate objectives and plans

Delivering for Dacorum Corporate Vision

The corporate vision 2020-2025 includes key areas plus an additional internal area.

- A clean, safe and enjoyable environment.
- Building strong and vibrant communities
- Ensuring economic growth and prosperity
- Providing good quality affordable homes, in particular for those in most need.
- Ensuring efficient, effective and modern service delivery
- Climate and Ecological Emergency - working to deliver net zero carbon

The Food Safety service plays a fundamental role in ensuring that the residents of Dacorum have an informed choice of where they can safely purchase food and drink. The Food Service also assist food businesses by providing advice on a range of food safety matters that can aid economic growth and prosperity.

3. Background

3.1 Local Authority profile

The Borough of Dacorum is in West Hertfordshire. It is composed of the main towns of Hemel Hempstead, Berkhamsted and Tring, plus a number of large and small villages. Dacorum in its present form was created in 1974, following a review of local government in England and Wales.

Dacorum has a population of 155,500 living in 59,938 homes. Based on current trends the population is forecast to increase by 15.96% by 2041. One of the most significant features is the growth of the population in the over 65 age group.

Dacorum has much to offer in terms of business location. Hemel Hempstead is only twenty-five miles (40km) outside central London. It sits very closely to motorways, and via the motorway network is well placed for all parts of the country and Channel Tunnel and Channel ports for surface travel to Europe.

The area has always enjoyed diversity of employment and is not dependent upon one employer or industry. This has been a big factor in fending off the worst effects of economic downturn, maintaining relatively low levels of unemployment. The labour pool covers a wide range of skills. Overall levels of deprivation are low (Dacorum is ranked 261 out of 326 English districts). Dacorum is one of the healthiest areas in the country and levels of crime are moderate by national standards and the lowest in the County.

3.2 Organisational structure

The Council currently implements a Leader with Cabinet style of decision making. (Annex 2 shows the DBC structure.) The Food Safety function sits within Neighbourhood Delivery. It operates under the direction of the Team Leader (Environmental Health) who reports to the Group Manager Environmental and Community Protection, who in turn reports to the Assistant Director for Neighbourhood Delivery. (Annex 3 shows the 2021 ECP structure.)

The Team Leader (Environmental Health) and Lead Environmental Health Officer (Food, Health & Safety) share the role of lead food officer. This role will be supported by the Group Manager, ECP. Specialist services for the food function are provided by external organisations, namely Public Health England as the food examiner and Kent Scientific Services as the public analyst, who has been nominated by Hertfordshire County Council Trading Standards Department.

Formal microbiological analysis of food samples and faecal samples is carried out by Public Health England, whilst Kent Scientific Services carry out physical and chemical analysis.

The Council's Scheme of Delegation filters down the powers to officers to undertake their functions. This is reviewed on a regular basis and Food Officers must meet the competencies set out in Annex 4.

3.3 Scope of the food service

Protection of public health by ensuring the safety of food (including water) used for human consumption by:

- Undertaking a program of hygiene inspections / interventions of food premises,
- Issuing approvals
- Responding to service requests from food business operators and others
- Undertaking a program of microbiological food sampling
- Enforcing the imported food control legislation
- Implementing an alternative enforcement strategy
- Promoting food safety
- Promoting 'Safer Food, Better Business' as a recommended food safety management system

- Responding to food alerts and product withdrawals, as appropriate
- Continue to issue ratings and stickers under the National Food Hygiene Rating Scheme (nFHRS), enabling members of the public to make an informed choice as to those businesses they choose to purchase food from, and to encourage food business operators to improve and maintain hygiene standards
- Working with businesses to ensure compliance with relevant food safety legislation.
- Take appropriate enforcement action in accordance with the council's Enforcement Policy and Food Law Code of Practice and Guidance

Preventing the occurrence and spread of infectious disease of environmental origin by:

- Investigating and controlling cases and outbreaks of infectious disease and providing information and advice

In addition, the Service undertakes the following related areas of work:

- Carrying out health and safety inspections
- Carrying out proactive interventions in Health and Safety
- Investigating accidents
- Undertakes skin piercing premises and operator inspections on behalf of the licensing department who are responsible for registering all premises/ operators that carry out this function.
- Providing responses to Land Charge Searches and planning applications for new or altered premises
- Responding to Health and Safety consultations for licence applications and variations
- Responding to Freedom of Information requests.
- Responding to Planning Consultations with regard to contaminated land, air quality, noise, food and health and safety.
- Supporting other Teams within the department as and when required.
- Attending meetings of the Herts and Beds Food Liaison Meetings, Herts and Beds Sampling Sub- Group, Chartered Institute of Environmental Health, Public Health England Liaison Meetings, the Dacorum Safety Advisory Group, EU Exit group, and provide Environmental **Health Technical Advice to the Local Resilience Forum.**

COVID 19 Response

Working in partnership with the NHS and Hertfordshire County Council to carrying out local contact tracing within the borough.

Investigating workplace outbreaks and COVID 19 complaints (see section 8 below)

Targeted COVID 19 campaigns.

Attending IMT's for specific COVID 19 outbreaks

Attending the COVID 19 subgroups with various other stakeholders/ partners (Internal departments, HCC, Fire, Police, PHE, Hertfordshire District & Borough's)

1. Outbreak Tactical and Co-ordinating Group
2. COVID 19 Health Protection Board
3. District Outbreak Planning
4. Herts Environmental Health Officers' COVID-19 Group
5. Contact Tracing and Self Isolation – Operation Meeting
6. Internal EH Team Covid Meetings

3.4 Demands on the food service

Services are delivered from The Forum, Hemel Hempstead between 8.45 am and 5.15 PM on Mondays to Thursdays and between 8.45 am and 4.45 PM on Fridays. Inspections of businesses trading outside normal working hours are routinely undertaken. There is a duty emergency planning officer appointed, who can contact the Food Team outside of normal working hours should an emergency arise.

Specific Demands:

The Food Safety Service has specific demands placed upon it, as follows:

- Primary Producers 4
- Food Manufacturers and packers 29
- Importers and exporters 5
- Distributors/ Transporters 28
- Retailers 223
- Restaurants and Caterers 1070
- Within Dacorum there is an ethnic minority of 9.3 %(Office for the National Statistics, 2011 Census). The number and types of food establishments reflect this cultural diversity. Officers have been specifically trained on equalities and diversity.
- The Food Standards Agency (FSA) encourages local authorities to identify activities in imported food control. There are no airports, seaports nor external temporary storage facilities (ETSF) within Dacorum. 3 importers have been identified in the district from premises registration forms and local knowledge.

Distribution of FHRS ratings for Dacorum by establishment type.

	Restaurant Café Canteen	Hotel Guest House	Small Retailers	Super & Hyper market s	Caring Establish- ments	Restaurant Caterers Other	Pubs & Clubs	Retail Other	Take- away	Schools Colleges	Mobi le Food Unit	Manufac turers Packers
Rating												
5	189	6	103	26	121	130	103	32	73	79	40	10
4	16	2	30	2	47	15	13	5	13	6	5	3
3	16	0	6	0	1	1	6	1	15	0	0	2
2	4	0	2	0	0	0	2	0	0	0	1	1
1	1	0	2	0	0	0	0	0	6	0	0	0
0	0	0	0	0	0	0	0	0	1	0	0	0
Total	226	8	143	27	169	146	124	38	108	85	46	16

3.5 Enforcement policy

Dacorum Borough Council has a documented Environmental Health Enforcement Policy that was approved by cabinet in September 2015. The policy follows the regulators code and has regard to the Crown Prosecution guidelines.

The policy is made available whenever enforcement action is taken and whenever a member of the public requests a copy.

This has currently being reviewed and is due to be presented to the overview and scrutiny committee and cabinet in November 2021.

4. Service Delivery

4.1 Interventions at Food Establishments

The Council is required to follow the Food Law Code of Practice (England) in risk rating premises and setting targets for the inspection program. Within the overall objective of achieving 95% of planned interventions (categories A-D) each year. Low risk premises (category E) are subject to an Alternative Enforcement Strategy and will be re-assessed not less than once in any 3 year period.

The Food Law Code of Practice defines different types of interventions that local authorities may use in the future and the circumstances in which they may be applied. A range of interventions will be introduced as part of a plan to improve compliance with food law, whilst maximising use of resources. The selection of interventions will be based on risk assessment.

Table: Food Planned Inspections 2020/2021

	Interventions Due	Interventions Outstanding	Percentage Achieved
Premise Rating - A	11	4	60%
Premise Rating - B	46	11	76%
Premise Rating - C	156	28	82%
Premise Rating - D	172	95	63%
Premise Rating - E	132	132	0%
Totals	517	*270	48%

**The pandemic, subsequent lockdowns and government restrictions significantly impacted on the council's ability to carry out all planned inspections. The FSA guidance was followed all times. The outstanding inspections mainly relate to food businesses that closed (some permanently) due to restrictions (e.g. public houses, restaurants), residential care homes (generally very complaint vulnerable group settings) and home caterers. In comparison to other Local Authorities within Hertfordshire, Dacorum's food team did exceptionally well to inspect as many food businesses as it did during this period.*

In addition to the programmed interventions, new businesses and those trading occasionally in Dacorum are inspected during the year. In 2020/2021 the council received 196 food premises registration application forms. These were predominantly new businesses, the minority were existing businesses updating their food business details. Nationally there has been an unprecedented number of new food business registrations throughout the pandemic. These were reviewed on a risk basis.

There are a number of premises that fall outside of the inspection programme where the risk is considered to be so low as that there is effectively no risk, such as vending machines, a florist selling chocolate. We also keep a record of premises where the application of FSA Guidance on the application of EU food hygiene law (adopted in to national law) relating to community and charity food provision 3A para 2 & 3 is applicable. These types of premises are recorded as businesses that fall outside of the food planned inspection programme. We do not carry out any interventions within these businesses unless we receive a complaint.

Dacorum Borough Council Environmental Health team have continued to face a number of challenges in 2020/2021 including a number of failed attempts to recruit permanent staff until August 2020 with both positions in place by the end of 2020.

Despite the fact that 4 FTE professional posts were occupied on the 31/03/2021, two of these posts were only filled by permanent staff in November and December 2020. The Food team attempted to recruit at the beginning of 2020. Unfortunately no suitable applicants were received. All routine food hygiene inspections stopped due to the pandemic at the end of March. The Council followed the FSA COVID 19 Local Authorities enforcement guidance and only responded when there was a risk to public health.

A decision was made advertise the vacant positions again as restrictions lifted in the summer of 2020 and another round of recruitment was undertaken in August. This time a number of suitable candidates applied for the positions. Three people were interviewed and we successfully appointed two competent EHO's. One new employee started at the beginning of November 2020 and second new employee started in December due to the recruitment process and notices periods.

We made a successful bid to Hertfordshire County Council Public Health for funding to appoint a contractor to help backfill the occupied roles who were redeployed/ diverted to assist with the COVID -19 response. The council also engaged another contractor on a Paid per inspection (PPI) basis. The contractors started in August 2020 and started working through the backlog of inspections. Further restrictions and business closures in November 2020- January 2021 meant that some businesses were unable to be inspected and a significant number had yet to re-open since the easing of restrictions has commenced e.g. licensed premises without outside seating.

Even with the new recruits in post the main focus has been the C19 response, dealing with workplace outbreaks, complaints and local contact tracing that has pulled significant resources from the food team.

In addition to the food complaints we have received approximately 50% increase in general food service requests compared to 2019-2020, including requests for Health Certificates (not due to EU exit as countries are outside the EU), nFHRS queries, new business advice, trading standard complaints etc.

The Council's priority has been the C19 response but we have followed the FSA guidance and undertaken approval visits due or new, rescore revisits and followed up on complaints. We have taken the relevant enforcement action where deemed necessary and continued to serve notices, undertake closures and conduct interviews under caution.

We have used remote assessments during the initial lockdown. This generated a lot of work for not much return and we found that we had to inspect most of the premises we had targeted due to unsatisfactory responses.

'A' rated premises are high risk premises that are inspected every 6 months. In 2020/2021 the council saw an increase in 'A' rated premises. This was due to a small number of non-compliant businesses failing to comply with food hygiene legislation. These breaches were identified during routine inspections. This resulted in enforcement action being taken, including the service of notices and in one premises a voluntary closure. The outstanding A rated premises in the table above were either closed or due in March 2021 and inspected in early April 2021. They were also subject to compliance revisits between routine inspections. The outstanding B rated premises were either closed due to COVID 19 businesses restrictions or care homes that had current C19 cases.

DBC have been operating a reactive service in order to protect public health and responding to complaints as and when they arise. This has resulted in a number of notices being served, voluntary closures, PACE interviews by post and prosecution case file preparation.

Table: Enforcement Action Taken 2020/2021

Voluntary closure	1
Seizure, detention & surrender of food	0
Improvement notices	9
Written warnings	165
Simple Cautions	0
Prosecutions concluded	0

Compliance revisits are undertaken where enforcement action would be warranted if compliance is not achieved in line with the Food Law Code of Practice (England) and the nFHRS. If further non-compliance is identified formal action following DBC's EH enforcement policy is taken.

The emphasis of the service is to protect public health by enabling businesses to understand their legal obligations and measures which they must take to ensure food safety, rather than the blind pursuit of inspection targets. Advice and assistance are provided, particularly during programmed inspections / interventions, and training opportunities offered, to help businesses to control food safety hazards.

We have adopted a risk based approach in line with the Food Law Code of Practice (England) when making decisions to focus our limited resources when delivering the food service in conjunction with assisting with the council's Covid 19 response.

4.2 Food complaints

The purpose of investigating complaints regarding food sold within the borough, (whether the food originated within the UK or elsewhere) is to:

- Provide a service to the public

- Resolve problems which pose a risk to public health
- Provide information to the food industry in order to raise and maintain standards
- Offer advice and guidance, where appropriate, in food hygiene matters to food businesses and consumers
- Carry out appropriate enforcement action, where required
- Prevent future complaints
- Identify whether there is a wider national issue

It is difficult to predict the level of complaints for 2021/2022, although there has been a downward trend in recent years.

Overall, more customers seem to be contacting food companies directly regarding complaints about food, as a means of being compensated for their inconvenience.

The Council’s procedure on food complaints is to investigate where there is a genuine public health implication or where an offence may have been committed and the complainant is willing to give evidence in court. Customers are referred back to the retailer if compensation only is being sought. The Council has procedures for dealing with food complaints. Anonymous complaints are not usually investigated but the complaint is entered on the premises database and considered on the next scheduled inspection.

Other complaints relating to hygiene at premises are risk rated by the receiving officer and an investigation visit may be made if deemed necessary.

(Many requests for general advice and information are also received from the public, local organisations, businesses and new food operations, see 4.4 below.)

Food Safety requests received

	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021
Food Hygiene Complaint	24	20	3	10	10	11
Hygiene of premises complaint	87	106	124	81	60	46

4.3 Home Authority and Primary Authority Principles

Dacorum Borough Council recognises the importance of constructive partnerships with food businesses that can deliver reliable advice and coordinated and consistent enforcement.

The Council’s policy is to support:

- The Local Government Association (LGA) Home Authority Principle
- The Office of Product Safety and Standards, Primary Authority Principle

All food officers follow the Primary Authority (PA) principle.

Before undertaking a planned routine food hygiene inspections members of the Food Team will check the online Primary Authority Register to see if the business has a primary authority partnership.

The officer will check if there is a specific inspection plan or assured guidance that they must take note of. The officers will feedback as required to both the PA and the business.

If enforcement action is warranted the officer will ensure they notify the PA before taking action within the designated time period or retrospectively if the event of an imminent risk to health.

4.4 Advice to business

The advisory and training elements of the service are viewed as key to the Service's effectiveness (see section 3).

The main objectives are to:

- provide advice and information to food business operators and food handlers
- recommend practical, good food hygiene practices, in accordance with any Industry Guides or codes of practice where appropriate
- promote continuous improvements in food hygiene standards

Most contact with businesses arise during inspections, where the opportunity is taken to provide advice and information and to promote training opportunities. Small and medium size enterprises (and the voluntary sector when information is requested) are targeted, as expert advice is often not readily available to them. Close liaison is maintained with Council service providers, such as Adventure Playgrounds.

The council have recently introduced a fee for Food Hygiene advisory visit request (preopening/ new businesses/ pre inspection) with a report of £75 per hour.

The Food Safety page of the Council's website is reviewed annually. This is currently being updated.

The council continues to promote Safer Food Better Business to businesses that require support in producing a documented food safety management system. New premises are also identified at the planning stage, and when the applicant may be targeted with food safety information. The council have recently introduced a 3 Hours Safer Food Better Business Coaching session for a fee of £120 (plus 50% fee per additional person from the same business).

An Environmental Health Officer or Technical Officer regularly attends Dacorum Safety Advisory Group meetings, where the organisers of events due to be held in Dacorum are invited to attend to obtain relevant food safety guidance.

352 general food requests were received in 2020/2021, many from existing businesses or from people considering setting up new businesses. (The press, local publications and planning application lists are also used as methods to contact new and potential businesses.)

971 total Food Service requests (Including General Food Safety Requests, Hygiene of Premises Complaints, Food Alerts, Food Hygiene Rating System Requests, Health Certificate Requests) were received in 2020/2021 compared to **600** in 2019/2020.

4.5 Food sampling

The Council's policy is to undertake sampling where required by statute and where appropriate, to participate in sampling programme organised by the Public Health England and the Herts and Beds Food Liaison Group. Samples are also collected in outbreak situations or where there is an allegation of food poisoning. Follow up action is taken as a result of unsatisfactory results.

Food samples taken

Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-2020	2020/2021
Total Samples	116	38	24	6	0	0	0

The Herts and Beds Food Liaison Group, is represented by the Team Leader (Environmental Health) or the Lead Officer (Food, Health and Safety) or an allocated deputy from Dacorum Borough Council.

There is also a sampling sub group that has a representative from Dacorum Borough Council.

All local authorities have a budgetary provision with Public Health England for sampling.

2020/2021

During 2020/2021 we have followed the FSA Covid 19 Local Authority Enforcement Guidance in terms of what official controls need to be undertaken while we also divert resources to assist with the council's ongoing COVID 19 response. As a result of this we have not been in a position to participate in any National or Local sampling studies.

We have, however, always ensured that we are able to undertake formal sampling as part of an outbreak/ complaint investigation.

4.6 Control and investigation of food related infectious disease

The service will investigate food related infectious disease notifications in accordance with procedures agreed with Public Health England. Investigations of outbreaks will be undertaken in accordance with the Joint Plan for the Control of Communicable Diseases in Hertfordshire. When viral outbreaks are identified general guidance is offered to control the spread of the disease.

Notifications of persons in high-risk groups such as food handlers, those working in health care, children under 5 years and older children and adults who may find it difficult to implement good standards of personal hygiene, will be actioned as quickly as possible, together with more serious infections such as E.coli O157:H7, Typhoid, Botulism and cryptosporidium.

Reported infectious diseases

Year 2020/2021

Salmonella	1
Campylobacter	0
Cryptosporidium	1
ID/FP Enquiries	1

PHE stopped referring individual routine infectious disease cases to local authorities during this time period due to the COVID 19 pandemic. The small number of cases above were PHE had a particular concern.

The resource implications of such incidents in the forthcoming year are difficult to predict particularly as the pandemic continues. In the last normal operational year we received the following number:

Year 2019/2020

Salmonella	23
Campylobacter	75
Cryptosporidium	14
ID/FP Enquiries	5

4.7 Food safety incidents

The Food Law Code of Practice (England) details steps that must be taken when a Food Alert is issued or a food safety incident occurs within the borough.

Procedures are in place to ensure that the Council complies with the Code of Practice. These include:

- Ensuring all members of the food team are members of the FSA Smarter Communications platform and receive the Food Alerts by email.
- That the secure ECP mailbox is monitored daily for any FAFA received which is then forwarded to the duty officer to action.
- Maintaining emergency planning arrangements to respond to out-of-hours emergencies.
- Determining action to be taken in response to a food alert
- Notification of the relevant Central Government department when required if an incident occurs within Dacorum
- Invoking the Joint Outbreak Control Plan where an incident involves communicable disease

Date	2015-16	2016-17	2017-18	2018-19	2019-20	2020/2021
No of Food Alerts For Action	2	3	1	2	3	1

In June 2010 the Food Alert system was changed. This resulted in a decline in the numbers as the Food Alerts For Information became Product Recall Notices instead and do not need to be recorded for audit by the FSA. The Food Alerts for Action continue to be recorded in the same way.

4.8 Liaison with other organisations

The Council has made various arrangements to ensure that enforcement action taken within the Borough is consistent with that of neighbouring local authorities.

It is an active participant in:

- The Herts and Beds, Food Liaison Group (and Sampling Working Group)
- Inter-Authority Audits organised by the Food Liaison Group
- The Dacorum Safety Advisory Group

Liaison with other bodies includes:

- FSA
- Office of Product Safety and Standards
- LGA
- Hertfordshire County Council Trading Standards
- Chartered Institute of Environmental Health

- Commission for Social Care Inspection
- Ofsted (child care and nurseries)
- Public Health England
- Community Action Dacorum
- Affinity and Thames Water Companies
- Hertfordshire Interpreting and Translation Service

Arrangements are in place for liaison with Planning and Building Control where Environmental Health input is required. Partner and cross departmental working also takes place with other Council services e.g. Licensing, Legal and Corporate services, Housing, Land Charges, Environmental Services, Resident Services, Strategic Housing, Tenants and Leaseholders.

4.9 Food safety promotion

Officers keep up to date with all of the FSA Food Safety Campaigns and make sure that they are promoted/ advertised on the Councils Social Media Platforms by working closely with the council’s communications team.

5. Resources

5.1 Financial allocation

Financial provision has been made for 4 full time equivalent (FTE) posts (excluding the Group Manager ECP and Team Leader (Environmental Health), within the Food, Health and Safety Team.

Officers also undertake specific duties not directly related to the activities considered in this plan (see 3.3 above) and contribute to the work of the department as a whole.

Approximately 5% of the Group Manager ECP work time is directly attributed to food safety work. Team Leader, Environmental Health spends approximately 30% of their time on Food Safety Work.

The Department has a fixed budget of £5,000 for legal action costs.

5.2 Staffing allocation

Approximately 4 FTE work will work on food safety and infectious disease matters by the end of 2022 as well as undertake work mentioned in 3.3 above. This is subject to change due to diverted resources to help with the councils COVID 19 response.

The service comprises of:

Post	Authorisations
Group Manager ECP Emma Walker	Inspections Hygiene improvement Notices Emergency Prohibition Notices Remedial Action Notices Food Seizure/ Detention
Team Leader (Environmental Health) Paul O’Day	Hygiene improvement Notices Emergency Prohibition Notices Remedial Action Notices Inspections Food Seizure/ Detention

Lead Officer Food, Health and Safety Rebecca Connolly	Hygiene improvement Notices Emergency Prohibition Notices Remedial Action Notices Inspections Food Seizure/ Detention
Environmental Health Officer Kal Ifegwu	Hygiene improvement Notices Inspections Food Seizure/ Detention Emergency Prohibition Notices Remedial Action Notices
Environmental Health Officer Jolade Alayo	Hygiene improvement Notices Emergency Prohibition Notices Remedial Action Notices Inspections Food Seizure/ Detention
Environmental Health Officer Mark Dewey	EHORB registered October 2020. Delay in food competency training due to COVID 19 and diversion of resources.

Activity	Projected Resource Required to Deliver the Service
Inspections	1.23
Approved Establishments	0.02
Sampling	stc*
Revisits	stc*
Investigations	0.25
Formal Action	0.2
Training	stc*
Liaison	0.04
Business Advice/ Liaison	0.2
Management	0.4
Total	stc*

stc* / subject to change due to significant changes in scale of service delivery

5.3 Staff development

Training needs and competence are assessed on appointment and then at annual personal development appraisals. Team Leaders are responsible for carrying out appraisals and assessing competence.

Training needs identified during the appraisals are then prioritised and planned to ensure that officers have the relevant competencies for their authorisations as specified in the Food Law Code of Practice (2021) Chapter 3. The link to the document outlining these can be found in Annex 4. Training could be provided in-house or externally. The Herts and Beds Heads of Service Food Group arrange courses throughout the year in accordance with generally identified needs. This usually enables more cost-effective training provision. Typical external providers include the FSA and ABC Food Law Ltd.

Officers are expected to lead learning circles for their colleagues following training courses, to ensure that relevant information is cascaded.

Individual training records are maintained for each officer and kept on file.

Members of the Chartered Institute of Environmental Health may attend relevant branch meetings.

In addition to staff appraisals, the Team Leader (Environmental Health) reviews a proportion of all case sheets and inspection records and aims to accompany officers on visits on an annual basis for quality monitoring purposes. A

report pro-forma is completed for each accompanied visit, the contents of which are fed back at a debrief meeting. The paperwork for a food inspection that receives a food hygiene rating of less than 3 is passed to another officer for peer review auditing. This ensures consistency between officers.

Food Service meetings are held approximately every six weeks (more often if required). This is slipped in 2020/2021 being replaced with daily COVID 19 update meetings.

6. Quality Assessment

Quarterly performance reviews are based on the Intervention Strategy. The Group Manager (ECP) will then report to overview and scrutiny committee, on a quarterly basis for KPI and significant service updates.

The Food Safety Service has developed a series of procedures to ensure the delivery of quality services. These are revised routinely to ensure compliance with current legislation, codes of practice and other guidance. Customer feedback may also lead to procedures being revised. All documents are held centrally as computerised 'controlled documents'; they are available in read only format and are available for all officers.

7. Review against Service Plan

7.1 Review against Service Plan

Key performance indicators are reported on a quarterly/ monthly basis during the quarterly review. These reviews will identify where the Council is at variance with the Service Plan and, where appropriate the reasons for variance.

7.2 Identification of any variation from the service plan

As previously mentioned COVID 19 and the councils response has been the main reason for variation away from the food service plan in 2020/2021 and is likely to a continuing factor for the foreseeable future.

Officers within the Environmental Health Team were also involved in two Health and Safety accident investigations that has resulted in the preparation of two prosecution files taking up a significant amount of officer time. One of these cases is due to conclude in September 2021 due to both defendants pleading guilty in May 2021. The other case is currently ongoing. A number of court hearings have taken place and the council is due to attend an Employment Tribunal in July 2021 to defend their decision to serve and Improvement Notice and Prohibition notice in January 2020.

The council successfully prosecuted a food business for failing to comply with a Health and Safety Prohibition Notice. The matter was listed before Luton Magistrate Courts on the 06/10/2020. The defendant pleaded guilty to two counts under the Health and Safety at Work etc. Act 1974 and was fined a total of £30,000 and was instructed to pay the council legal costs amounting to £4,000.

7.3 Areas of improvement

- Staff development

Staff development is paramount; we have and continue to invest heavily in staff development. This includes supporting the council's student Environmental Health Officer's to achieve EHORB registration or chartered status depending on what route they have decided to take that is achievable and not constrained by CIEH timescales. There are currently two officers undertaking training to become qualified Environmental Health Officers in the Environmental Health Team. Predicted completion dates are, June 2022, and August 2025.

- Failure to recruit and retain permanent staff.

This is an area that has proved problematic for the council in recent years. This has resulted in reliance on external contractors to assist the council in delivering the food service plan, in particular the food planned interventions. The

quality of the contractors used can vary despite checking competencies and undertaking audit inspections at the beginning of the contract period. The council have also been through the recruiting process for contractors, appointed individuals who have then chosen not take up the position or have had to end the contract early due to various reasons.

In order to combat the failure to recruit permanent staff but ensure that the inspections undertaken by external staff where done to a high standard, the Team Leader (Environmental Health) devised a Paid per Inspection (PPI) protocol. This offered fair rates of PPI and attracted a significant amount of applicants when the advert was placed in trade publications. The response was so significant that the council were able to select very competent Environmental Health contractors after the recruitment process. The PPI officers have been fundamental in helping the council achieve the amount of inspections they have in 2020/2021 while permanent staff have been diverted to assist with the councils COVID 19 response. The inspections are peer reviewed by permanent staff and the level of consistency has remained high. The PPI protocol was implemented in December 2018 and the council will continue to use this method to assist with food hygiene inspections while permanent staff resources are diverted elsewhere.

The cost of operating the PPI protocol has saved the council money as the PPI officers have been employed direct instead of through recruitment agencies (n.b all procurement procedures have been followed and adhered to).

The council have advertised 3 vacancies during 2019-2020 to try and recruit to the Food Service.

- Sampling Programme

This is an area that requires attention, as mentioned above

8. Health & Safety Service Plan 2020/2021

Dacorum follows the HSE document LAC 67-2 (Revision 8) – Setting Local Authority Priorities and Targeting Interventions when planning proactive health and safety inspections.

However in 2020/2021 the main focus of the councils proactive H&S interventions has been ensuring business are COVID secure. We carried out a range of interventions.

1. Proactive campaigns

Food Businesses

Visits were made to 452 food businesses to provide guidance and assistance to help businesses to understand their roles and responsibilities with regards to test and trace, social distancing and enhanced cleaning

Supermarkets

Officers from the Council visited 35 supermarkets and convenience stores across the borough to witness the level of compliance with face mask regulations. We saw almost 1,200 shoppers and were delighted to see that 98% were wearing masks.

Barbers and Hairdressers

DBC staff visited 75 Barbers and Hairdressers throughout the district to help businesses from that sector to understand the restrictions that were in place regarding close contact services and to help them comply with these.

Takeaways

Staff from the Council visited 56 food businesses that were offering a takeaway service and provided guidance and assistance to help these businesses to reduce the transmission of the virus, and to assist them in following the latest Government guidance

2. Service requests

In addition to the above proactive work, the Council's Environmental Health team have responded to 166 requests from businesses for advice with regards to Covid regulations and helping them to comply.

3. Workplaces visited

Officers from the Council's Environmental Health team have also carried out visits to 33 workplaces where there have been cases of Coronavirus to provide support and guidance to ensure the workplace is safe.

Health and Safety general requests received 2020/2021

Type	Number
Skin Piercing Operator/ Premises Assessments	10
LOLER Lift Defect Reports	7
Asbestos Notification	0
General HASWA requests	34
Total	51

Health & Safety Notices served 2020/2021

Type	Number
Section 20 Request for information	15
Section 21 Improvement Notice	3

Annex 1. Food Standards Agency - Regulating Our Future

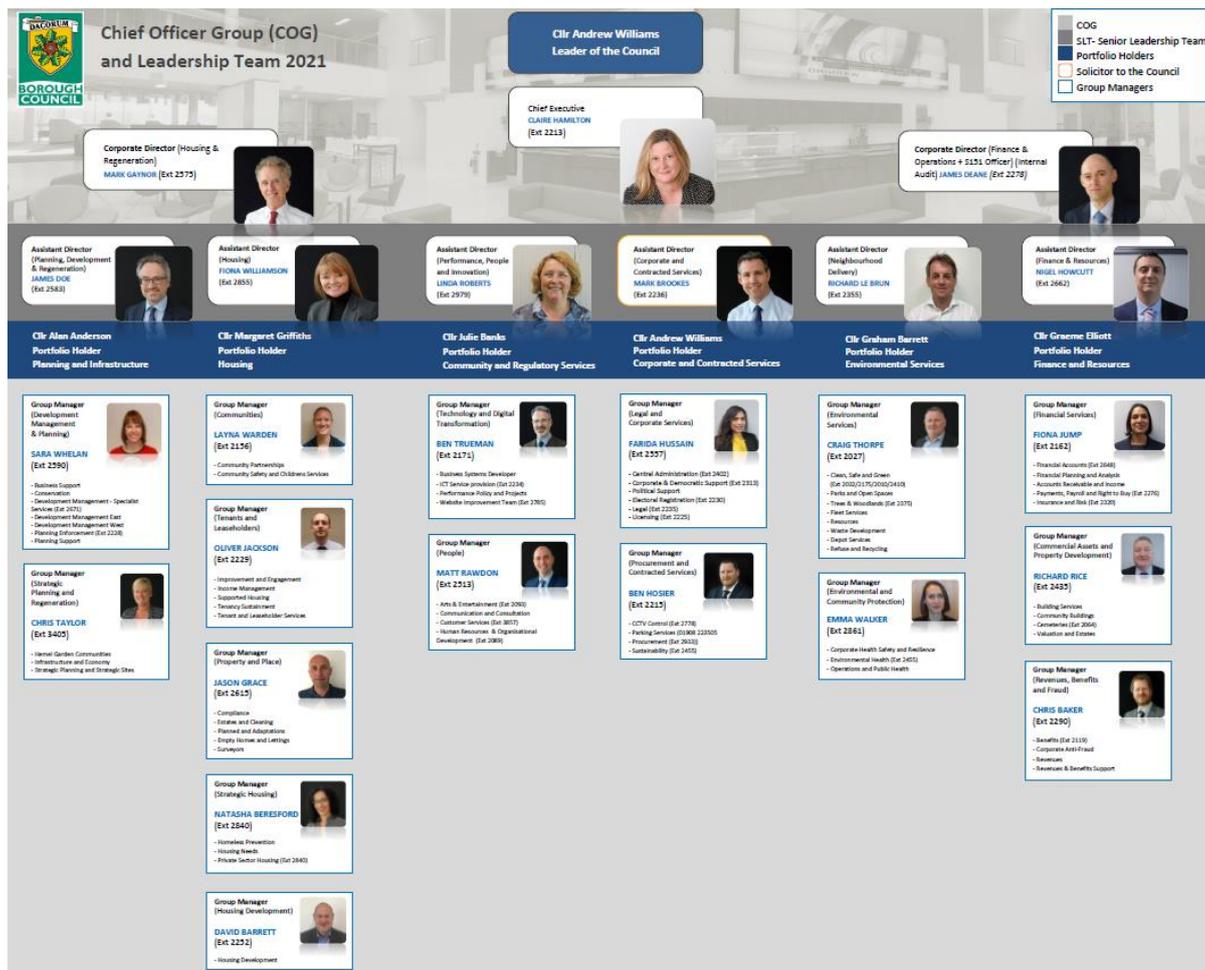
https://www.food.gov.uk/sites/default/files/media/document/rof-paper-july2017_0.pdf

<https://www.food.gov.uk/sites/default/files/media/document/changing-food-regulation-what-weve-done-where-we-go-next.pdf>

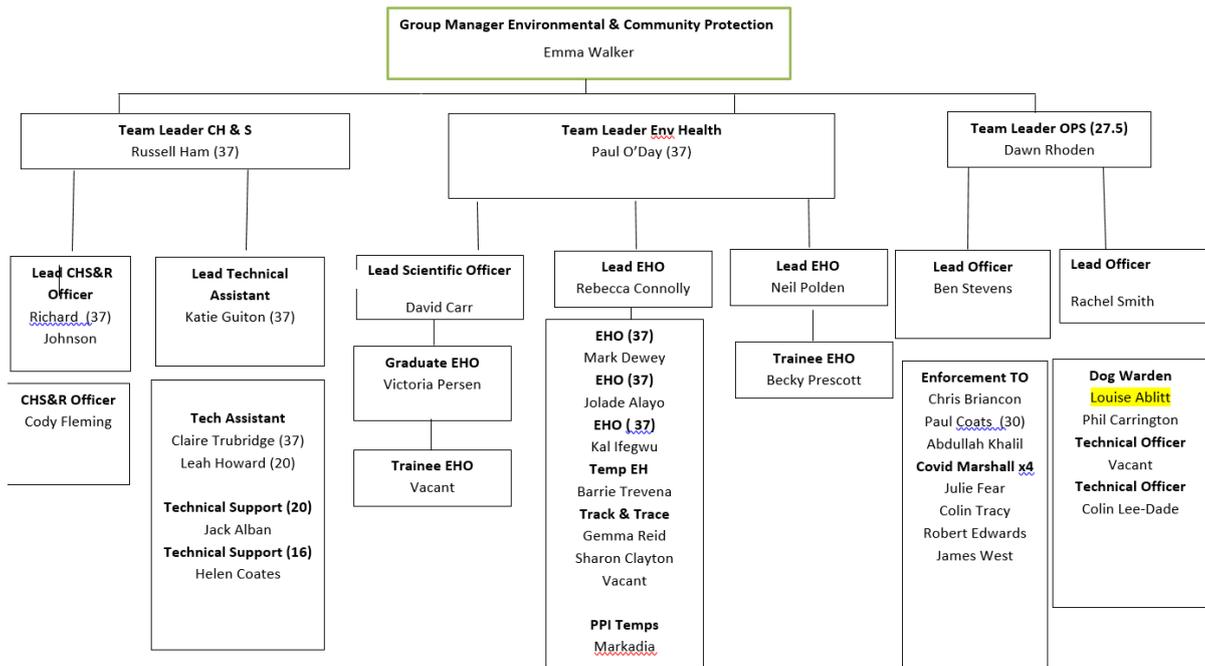
<https://www.food.gov.uk/13th-regulating-our-future-newsletter>

Annex 2 – DBC Structure Chart

<http://www.dacorum.gov.uk/docs/default-source/council-democracy/organisation-chart-2018.pdf?sfvrsn=12>



Annex 3. ECP Structure Chart June 2021



Qualifications	
	Higher Certificate in Food Control (EHRB/SFSORB)
	Certificate of Registration as an Environmental Health Officer (EHRB)
	Diploma in Environmental Health (or historical equivalent) (EHRB/SFSORB)
	Ordinary Certificate in Food Premises Inspection (EHRB/IFST/SFSORB) *Restrictions Apply*
	Higher Certificate in Food Premises Inspection (EHRB/IFST/SFSORB) *Restrictions Apply*

Cluster No. 1 - Local and Specialist Knowledge (Lead Food Officers Only)	
1.1	Knowledge and understanding of the area for which he/she is acting as the Lead Food Officer – this may include more than one Competent Authority area.
1.2	Knowledge and understanding of the hazards that can occur in premises within the authority's area and risk management techniques.
1.3	Knowledge and understanding of when specialist auditing and quality assurance skills are needed to deliver official controls.

Cluster No. 2 - Legislation and Centrally Issued Guidance (Lead Food Officers Only)	
2.1	Understands relevant EU and National food hygiene or standards legislation and can advise on their application.
2.2	Understands, interprets and applies the Framework Agreement on Food Law Enforcement with Local Authorities, the Food Law Code of Practice and associated Practice Guidance appropriately.
2.3	Understands and can advise on the application of the full range of enforcement sanctions available and proportionate application of food law.

Cluster No. 3 - Planning of an Official Control Programme (Lead Food Officers Only)	
3.1	Can appropriately apply national and local priorities to the profile of food business establishments and points of entry in the authorities' area when planning a programme of official food controls.
3.2	Can identify skill or knowledge gaps in officers delivering official food controls.
3.3	Understands the process of raising and managing food incidents as set out in the Code of Practice, including responses to infectious disease outbreak(s).
3.4	Understands how local contingency arrangements apply to the management of serious food related incidents e.g. infectious disease outbreak.
3.5	Understands the role of Home Authorities and Primary Authority Partnerships in co-ordinating the delivery of official controls and ensures it is applied by the authority.
3.6	Understands how to comply with local and national data gathering and reporting requirements.
3.7	Co-ordinates consistent delivery of official controls within the authority and between other Competent Authorities.

Cluster No. 4 - Inspection of Food Establishments (Authorised Officer)

4.1	Comprehensive understanding and knowledge of HACCP-based procedures. Has the ability to apply that knowledge taking account of flexibility principles contained within Article 5 of 852/2004.
4.2	Can determine and identify hazards and risks that occur in establishments and products. Understands the principles of risk assessment related to food types; processing methods and products.
4.3	Understands relevant Food Hygiene legislation and can advise on their application. Understands how to assess compliance with the requirements of food hygiene legislation with further reference to the Food Law Code of Practice and Practice Guidance
4.4	Able to determine the appropriate course of action to remedy non-compliance, including when it is appropriate to escalate enforcement action.
4.5	Can make a Food Hygiene/Standards Intervention Rating assessment of risk using section 5.6 of the Food Law Code of Practice.
4.6	Understanding of the common food types and understanding of hazards associated with their use.

Cluster No. 5 - Use of Enforcement Sanctions (Authorised Officer)

5.1	Can clearly differentiate between legal requirements and recommendations of good practice by avoiding gold plating and 'regulatory creep'. Can provide advice and enforce based on levels of compliance with regard to consistency and proportionality based on the hierarchy of risk.
5.2	Understands levels of authorisation, enforcement policies and procedures for appeal.
5.3	Understands the legal framework with regard to the use of enforcement powers including the role of Primary Authorities and Home Authorities
5.4	Can demonstrate an understanding of how to serve Notices; gather evidence; prepare cases for prosecution and apply knowledge to comply with the requirements of PACE and RIPA, where appropriate.

Cluster No. 6 - Sampling (Authorised Officer)

6.1	Understands formal/informal sampling methodologies and the role of the Public Analyst and Food Examiner.
6.2	Is aware of national and local sampling priorities. Can use UKFSS and searchable database, where appropriate.
6.3	Can interpret sampling results and make a judgement on appropriate action based on risk.

Cluster No. 7 - Import and Export Controls (Authorised Officer)

7.1	Understands the legal framework with regard to Imported / Exported food and how to assess compliance.
7.2	Can determine the most appropriate course of action and the range of enforcement sanctions available.
7.3	Can identify food types and comment on fitness at Border Inspection Posts (also see Chapter 4.6).
7.4	Can demonstrate an understanding of controls at points of entry include carrying out systematic documentary checks, random identity checks and sampling for analysis or microbiological examination, as appropriate.

Cluster No. 8 - Reactive Investigations (Authorised Officer)

8.1	Understands how to conduct an investigation and gather evidence in accordance with PACE and RIPA, where appropriate. Is then able to analyse information and determine an appropriate course of action.
8.2	Can identify when it is appropriate to engage with other agencies and stakeholders in particular when investigating food incidents and or infectious disease outbreaks.

Cluster No. 9 - Information Gathering (Regulatory Support Officer)

9.1	Understanding of Informal Sampling methodologies and is able to gather samples according to PHE/FSA protocol.
9.2	Can demonstrate an understanding of how to identify food hazards and gather accurate information. Can identify when appropriately authorised officers need to intervene.
9.3	Can demonstrate the communication skills needed to engage with stakeholders and signpost to sources of information and guidance.
9.4	Is able to locate current sources of guidance for food hygiene and standards.

CPD - Core Food Matters

	Food enforcement training
	Food hygiene inspection training
	Food microbiology
	HACCP / hazard analysis

	ID investigation
	Sampling techniques
	Vacuum packing
	E.coli / cross contamination
	Food allergens
	Inland imported food
	Sous-vide
	Prohibition procedures
	FHRS/Annex 5 consistency training
	Detention and seizure
	Improvement notices
	Approved premises - dairy
	Approved premises - meat processing
Total CPD - Core Food Matters	
0:00	

CPD - Other Professional Matters

	Court skills
	PACE & RIPA
	Lead assessor
	Investigation skills
	Advanced Investigative Interviewing

Dacorum Food Safety Recovery Plan

Introduction

With the covid-19 pandemic, there has been a knock on effect to services especially around where proactive inspection regimes are in place, being mainly:

- Food Safety Inspections
- Health and Safety Inspections

Food Safety and Health & Safety inspections are determined by a risk rating inspection regime and are statutory. For these, the governing bodies (Food Standards Agency and Health & Safety Executive) have set the way forward. Health and Safety inspections have been maintained throughout the covid-19 pandemic, with increased visits related to covid-19 risk assessments, safe operating procedures and general risks. Therefore, no specific recovery plan is required for this element.

There is also the overarching MHCLG January 2021 priority list for regulation, which sets out the overall priorities based on the following:

Category	Definition
A	Covid-19, Transition and highest priority reactive work: please focus effort and resource on these activities.
B	High priority: please continue to deliver these activities wherever possible, recognising that activities in Category A may take precedence.
C	Recognition that elements of these activities may be paused or deprioritised following a risk-based approach, and that activity in Categories A and B may take priority.

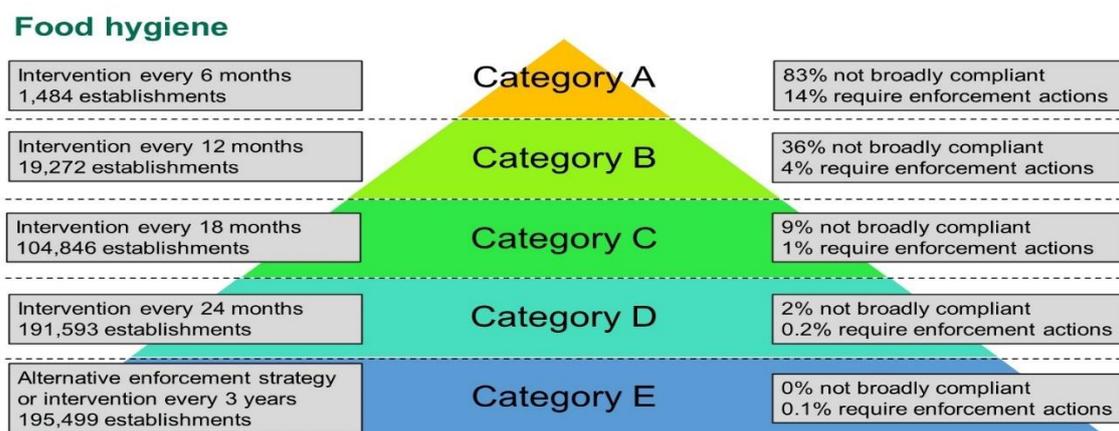
1. Food Safety Inspections

1.1 Food Standards Agency Approach

The Food Standards Agency (FSA) have set out in June 2021 their proposal for LA recovery around statutory inspections. The following have shaped their approach:

- the number of 'new' food businesses has significantly increased – a large proportion of which are home-based – and although some of these may cease trading when the hospitality sector starts to recover, and lockdown restrictions are otherwise lifted, the risks associated with them remain largely unknown as initial inspections have not been undertaken
 - Dacorum has over 196 new food businesses started in the last 12 months alone
- the number of 'new' food businesses on the 'high street' may increase as some existing businesses may change hands while others may start up to capitalise on potential additional trade from staycations etc over the coming months
- existing businesses will gradually be re-opening, many after prolonged closure, as restrictions in the hospitality sector on eating onsite are lifted, while other businesses will continue to diversify activities to adapt to ongoing changes in the market
- LA resources have been diverted from delivery of food official controls during the pandemic to activities related to reducing the spread of COVID
- the highest risk establishments may have missed one, two or potentially three planned interventions
- LAs are anecdotally reporting that significant resource is currently being used for non-statutory but important wider government priorities such as export certification and support for businesses navigating the new arrangements
- LAs are anecdotally reporting a general trend of reducing hygiene standards in food establishments since the onset of the pandemic.

The FSA approach is also mindful of the profile of establishments across the risk categories, the levels of compliance and the typical annual percentages for enforcement actions within each pre-pandemic. The diagram below shows the national picture pre-pandemic as the basis for the recovery approach.



1.2 Objectives and Assumptions of the FSA recovery plan

The approach by the FSA takes on board the following objectives:

- ensure that LAs:
 - return diverted resources to food teams
 - can identify and focus on those businesses that are trading by continuing to undertake ongoing proactive surveillance
 - revert to the expected inspection frequencies in the Food Law Codes of Practice for those businesses posing the greatest risk to public health/consumer protection

- improve hygiene and standards compliance and reduce risks by focusing activity where non-compliance is identified and by undertaking appropriate follow-up and enforcement action
- Ensure more routine operation of the Food Hygiene Rating Scheme (FHRS).

The FSA has assumed the following:

- there will be additional demands and expectations on LAs in relation to compliance and enforcement of COVID rules as sectors re-open over the next few months
- urgent reactive food safety work will increase as restrictions in the hospitality sector are lifted
- planned interventions for food hygiene and food standards will be more complex to undertake and will take longer as they must be undertaken in a COVID safe way
- compliance standards have dropped so levels of required follow-up and enforcement action needed to address the risks to public health/consumer protection will be greater

1.3 Timelines

The proposed plan covers 1 July 2021 to April 2023 and beyond with recovery in two phases:

- Phase 1 - 1 July to 30 September 2021
- Phase 2 – 1 October 2021 to April 2023 (until the revised food hygiene intervention rating scheme are in place)

There will be a focus on securing compliance in persistently non-compliant businesses. The proposal for recovery aims to reflect that direction of travel.

1.4 Plan in summary

The key elements of the plan are summarised below:



1.5 Principles underpinning the recovery plan

We propose that the following principles underpin both phases of the recovery plan:

- when intelligence suggests risks have increased – and irrespective of the risk category – interventions should be undertaken to assess and address those risks
- when an onsite intervention is undertaken, subsequent interventions should be programmed as per the Codes of Practice requirements
- new food hygiene ratings should be given where appropriate interventions are undertaken
- where non-compliance is found at any intervention, appropriate enforcement action should be taken
- The use of remote assessments will not be used at Dacorum as it duplicated a lot of the work and didn't yield the results expected when tried after Lockdown 1.

1.6 Impact on Dacorum

Based on the FSA Phase 1 plan, the priority up to the end of the 2021/22 financial year will be:

- conditional and full approval visits (limited for Dacorum - 7 approved premises in total)
- management of food incidents and hazards (including outbreaks of foodborne illness)
- investigation and management of complaints
- enforcement action in case of non-compliance
- ongoing proactive surveillance to obtain an accurate picture of the local business landscape and identify: open/closed/recently re-opened/new businesses; as well as businesses where there has been a change of operation, activities or FBO.

Dacorum will also have to:

- Manage the expected increase in necessary reactive work resulting from the lifting of restrictions in the hospitality sector, which will include carrying out some of the overdue planned interventions. The table 1.1 below shows the number of premises that are overdue by 30th September 2021.

Table 1.1

Risk Band	Number overdue at 30 th September 2021
A	0
B	13
C	31
D	185

This does not include the total number of interventions due this year, new premises or category E premises, which are dealt with by alternative enforcement interventions. This is shown in Table 1.2 below. The implementation of this recovery plan will stagger the March 2022 due dates in line with FSA guidance.

Table 1.2

Risk Band	Total number of inspections due by March 2022
A	2
B	25
C	63
D	219
E	144
Unrated	218

- assess new businesses and those with change in operation, activities or FBOs so that onsite visits can be undertaken where there are concerns around public health/consumer protection and, for others, the initial inspection can be prioritised and undertaken in accordance with the Codes of Practice.
- plan for resumption of planned intervention programmes for high risk category and non-compliant establishments in Phase 2.

Based on the FSA **Phase 2 plan**, the priority from April 2022 to April 2023 will likely be:

- a) implementing planned intervention programmes for high risk category and non-compliant establishments, and
- b) implementing an intelligence-based approach for low risk category establishments.
- c) official controls where the nature and frequency are prescribed in specific legislation and official controls recommended by FSA guidance that are undertaken to support trade and enable export
- d) reactive work including, enforcement in the case of non-compliance, managing food incidents and food hazards, and investigating and managing complaints
- e) sampling in accordance with the local authority sampling programme or as required in the context of assessing food business compliance, and any follow-up necessary in relation to the FSA Surveillance Sampling Programme
- f) ongoing proactive surveillance to obtain an accurate picture of the local business landscape and also to identify open/closed/recently re-opened/new businesses, as well as businesses where there has been a change of operation, activities or FBO
- g) for 'new businesses', consideration of registration information and intelligence with appropriate onsite interventions carried out where there are concerns around public health/consumer protection
- h) for 'new businesses' where consideration of registration information and intelligence does not raise concerns about public health/consumer protection, initial visits should be prioritised and undertaken in accordance with the Codes of Practice and Practice Guidance taking account of the flexibilities provided
- i) implementing planned intervention programmes for high-risk category and non-compliant establishments in line with the timelines set out in the Recovery Plan
- j) implementing an intelligence/information based approach for lower risk category establishments

It is to be noted by members that this is the plan to recover the Food Service from the effects of Covid 19. The department is very much still involved in the Local Outbreak Plan response, it is envisaged that this workload will decrease in 22/23. However if it does not this plan will need to be revised to take into account the number of available staff that can deliver this project and their important role in dealing with the Outbreak phase of the pandemic response.

The above phases are detailed in the table below with initial impact assessment:

Activity/Category	Timeline	Expectation	Impact for Dacorum
Conditional and full approval visits	Ongoing	In accordance with relevant legislative requirements	Limited due to very few approved premises (7)
Proactive surveillance to obtain an accurate picture of the local business landscape and to identify <ul style="list-style-type: none"> - open/closed/recently re-opened/new businesses - change of operation, activities or FBO 	Ongoing	Consideration of registration information and intelligence on the food business establishment identified through surveillance Undertake appropriate onsite interventions where there are concerns around public health/consumer protection	Basic surveillance conducted as part of LAEMS return. Move to new database by the end of the year will tidy up this area.
New food business establishments where consideration of registration information/intelligence indicates low risk	Ongoing	Initial visits should be prioritised and undertaken in accordance with the Codes of Practice requirements	Fed into the inspection programme. All inspections assigned to officers and initial risk assessment conducted. All new food businesses have been contacted and Pay Per Inspection contractors are due to start week commencing the 4 th October 2021
Management of food incidents and hazards (including outbreaks of foodborne illness)	Ongoing	In accordance with the Food Law Codes of Practice	Business as usual
Investigation and management of complaints	Ongoing	In accordance with the Food Law Codes of Practice	Business as usual
Enforcement action in case of non-compliance	Ongoing	In accordance with the Food Law Codes of Practice and the local authority's enforcement policy	Business as usual
FHRS requested revisits	Ongoing	Within three months of request if a charge is made and within six months of no charge but with use of remote assessment in place of onsite visit in limited circumstances on a trial basis (with evaluation in place)	Business as usual

Activity/Category	Timeline	Expectation	Impact for Dacorum
Sampling	Ongoing	In line with local authority sampling programme or as required in the context of assessing food business compliance	Due to a combination of recent staff retirement and the need to recruit and train staff PHE are no longer accepting samples for National and Local studies for the rest of the year. DBC was due to participate in these studies in October 2021 but this has now been pushed back to early 2022 once PHE start accepting samples again.
Category A for hygiene	Over the period to end of March 2022	All establishments should have received an onsite intervention and thereafter be back in the system for interventions in accordance with the Codes of Practice	This date is achievable.
Category B for hygiene	Over the period to end of June 2022	All establishments should have received an onsite intervention and thereafter be back in the system for interventions in accordance with the Codes of Practice	Dacorum intend to inspect all B rated premises by the end of March 2022.
Category C for hygiene – less than broadly compliant (FHRS 0, 1 or 2)	Over the period to end September 2022	All establishments should have received an onsite intervention and thereafter be back in the system for interventions in accordance with the Codes of Practice	Dacorum are prioritising all C rated premises regardless of FHRS score along with A's and B's. This date should be achievable.
Category D for hygiene – less than broadly compliant (FHRS 0, 1 or 2)	Over the period to the end of December 2022	All establishments should have received an onsite intervention and thereafter be back in the system for interventions in accordance with the Codes of Practice	Dacorum do not currently have any that fall within this definition.

Activity/Category	Timeline	Expectation	Impact for Dacorum
Category C for hygiene – broadly complaint or better (FHRS 3, 4 or 5)	Over the period to the end of March 2023	<p>For establishments with two consecutive food hygiene ratings of 5 (or equivalent stands if outside scope of FHRS) one intervention may be missed and then the establishment put back in the system for interventions in accordance with the Codes of Practice</p> <p>For other establishments – those with hygiene ratings of 3 or 4 (or equivalent of outside the scope of FHRS - should have received an onsite intervention and thereafter be back in the system for interventions in accordance with the Codes of Practice</p>	Dacorum are prioritising C rated premises a long with A's and B's and aim to inspect all C rated premises by September 2022.
Category D for hygiene – broadly complaint or better (FHRS 3, 4 or 5)	Ongoing	No interventions will be required unless intelligence suggests that risks have increased	Dacorum will carry out inspections in D rated premises if capacity allows it. If a complaint is received regarding a D rated premises it will be investigated appropriately.
Category E for hygiene	Ongoing	No interventions will be required unless intelligence suggests that risks have increased	As above, Dacorum will follow up any complaints received regarding premises that are E-rated if received.

SPAEC OSC : Work Programme 2021/22

Meeting Date	Report Deadline	Items	Contact Details	Background information
Wed 24 Nov 2021	Fri 15 Nov 2021	Action Points (from previous meeting)		
		Hemel Garden Communities	James Doe Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk	Update report on progress on the Hemel Garden Communities programme including major study work
		Stewardship & Open Spaces Policy update DEFERRED Date TBC	James Doe Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk & Interim Assistant Director Neighbourhood Delivery Bill.Buckley@dacorum.gov.uk	To review progress on the new policy for stewardship and management arrangements for open spaces secured through new developments in the Borough
		Hemel Hempstead Town Centre Strategy and Design Code for Paradise, Hemel Hempstead	Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk	To report on progress on the Strategy for Hemel Town Centre and to set out proposals for the proposed Paradise Design Code

				for public consultation
		Economic Development Update	Group Manager for Strategic Planning and Regeneration Chris.taylor@dacorum.gov.uk	Annual update on activity from the Council's economic development service and Hemel Hempstead Market
		Environment & Community Protection Enforcement Policy	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	
		Food Service Plan	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	
Wed 1 Dec 2021	Monday 25 Nov 2021	Action Points (from previous meeting)		
		Joint Budget <i>Ideally no further items to be added</i>	Corporate Director, Finance & Operations James.deane@dacorum.gov.uk	
Tue 11 Jan 2022	Fri 31 Dec 2021	Action Points (from previous meeting)		

		Fire Safety Policy	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	
		Developer Contributions Update	James Doe Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk	Annual report on funds received through new developments via s106 agreements and Community Infrastructure Levy (CIL)
		Commercial Waste Service- update	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	
		Waste Resources review update on Government Consultation	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	
Tues 2 Feb 2022	Monday 24 Jan 2022	Action Points (from previous meeting)		
		Joint Budget <i>Ideally no further items to be added</i>	Corporate Director, Finance & Operations James.deane@dacorum.gov.uk	
		Luton Airport expansion proposals	Assistant Director for Planning, Development and Regeneration james.doe@dacorum.gov.uk	To set out a proposed response to London Luton Airport Ltd on the proposals

		Skills Supplementary Planning Document	Assistant Director for Planning, Development and Regeneration james.doe@dacorum.gov.uk	To set out the content of a draft new supplementary planning policy document to secure proposals for the development of local skills in association with new development proposals.
Wed 16 March 2022	Mon 7 March 2022	Action Points (from previous meeting)		
		PSPO & Enforcement Annual review	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	
		Planning, Development and Regeneration performance Q3	Assistant Director for Planning, Development & Regeneration james.doe@dacorum.gov.uk	Quarterly performance report
		Environmental Services performance Q3	Group Manager for Environmental Services craig.thorpe@dacorum.gov.uk	
		Environmental and Community Protection Performance Report	Group Manager for Environmental and Community Protection Emma.walker@dacorum.gov.uk	

		Q3		